

ORANGE COUNTY SHERIFF-CORONER DEPARTMENT



BUSINESS PLAN

MICHAEL S. CARONA, SHERIFF-CORONER



**SHERIFF-CORONER DEPARTMENT
COUNTY OF ORANGE
CALIFORNIA**

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April 2006

To Our Readers:

The mission of the Orange County Sheriff's Department is to provide a safe environment through professional, responsive, and caring law enforcement services to the residents, visitors and businesses of Orange County. Throughout the history of the Department we have not only met the demands of our mission, but we have consistently exceeded them.

Even as the world around us continues to change and offer up new challenges, the expertise of the men and women of the Department make it possible to move forward while keeping a purposeful eye on our goals and values. Their extraordinary knowledge and experience play an invaluable role in our efforts to maximize our services and ensure our continued commitment to all in Orange County.

We've experienced many successful years and I look forward to many more. Ultimately, such success is only possible with the support of our residents, community partners, the Orange County Board of Supervisors, state and local elected officials, City Council members and Mayors who continuously make law enforcement a top priority here in Orange County. Time after time they never fail to support us and give us the resources we need to do our job and I thank them for their unwavering commitment.

Most importantly, however, I want to recognize the men and women of the Orange County Sheriff's Department for their service to those who live, work and play in Orange County. The difference they make is an example to law enforcement agencies throughout the country.

Sincerely,

Michael S. Carona
Sheriff-Coroner

PROUDLY SERVING THE UNINCORPORATED AREAS OF ORANGE COUNTY AND THE FOLLOWING CITIES AND AGENCIES:

ALISO VIEJO • DANA POINT • LAGUNA HILLS • LAGUNA NIGUEL • LAGUNA WOODS • LAKE FOREST • MISSION VIEJO
RANCHO SANTA MARGARITA • SAN CLEMENTE • SAN JUAN CAPISTRANO • STANTON • VILLA PARK
HARBORS, BEACHES & PARKS • JOHN WAYNE AIRPORT • OCTA • SUPERIOR COURT



Table of Contents

Topic	Page Number
I. Executive Summary	4-6
II. Mission and Goals	7
Vision and Mission	7
Goals and Outcome Measures	7-9
Strategic Imperative I	10
Strategic Imperative II	10
III. Operational Plan for Goals	10
Clients Served by the Department	10-13
Challenges Facing the Department	13-15
Resources Used by the Department	16
Goal 1 Clients, Challenges and Resources	17
Goal 1 Strategies	17-19
Goal 2 Clients, Challenges and Resources	19
Goal 2 Strategies	19-20
Goal 3 Clients, Challenges and Resources	20
Goal 3 Strategies	20-23
Strategic Imperative I Clients, Challenges and Resources	24
Strategic Imperative I Strategies	24-25
Strategic Imperative II Clients, Challenges and Resources	25
Strategic Imperative II Strategies	25
IV. Appendices	
A. Organizational Chart	27
B. Management Team	28
C. Joint Labor Management Committee	29
D. Business Plan Team	29
E. FY 2004-05 Accomplishments	30-36
F. FY 2005-06 Anticipated Accomplishments	36-37
G. Division Descriptions	38-43

I. EXECUTIVE SUMMARY

MISSION STATEMENT: PROVIDE A SAFE ENVIRONMENT FOR ALL RESIDENTS, BUSINESSES AND VISITORS IN ORANGE COUNTY.

The Orange County Sheriff-Coroner Department is committed to its mission to provide a safe environment, as well as professional, responsive, and caring law enforcement services for all residents, businesses and visitors in Orange County. We believe a safe community can only exist through a partnership with our employees, residents, businesses, contracting partners and other public entities. We pledge to provide all services in an expeditious, effective and courteous manner while encouraging community participation in the development of goals and objectives for our organization. We will strive to be leaders and a national model in all aspects of law enforcement, homeland security, jail operations and fiduciary management.

The Orange County Sheriff-Coroner Department is a large, multi-faceted law enforcement agency comprised of approximately 3,950 sworn and professional staff members and over 650 reserve personnel. The Department consists of four organizational functions divided into 21 divisions. Core services provided by the Department include: jail operations, patrol, coroner services, forensic sciences, communications, court security, support services, professional standards, information systems, financial and administrative services, emergency management, and investigations.

Throughout this Business Plan, the Department's goals, outcome measures, strategies, and accomplishments are articulated in great detail illustrating the diversity of the work and the professionalism of the people who are the Orange County Sheriff-Coroner Department. Following is a high level summary of some of the key accomplishments:

Public Protection – The Orange County Sheriff-Coroner Department is known for its professionalism, high quality of personnel, and cost effectiveness. In addition to patrolling the unincorporated areas of Orange County, 12 cities in Orange County contract with the Department to serve as those cities' police departments. The Department also provides security and law enforcement services for many agencies in Orange County including the Orange County Superior Court, John Wayne Airport, Orange County Transportation Authority, Social Services Agency, and the Health Care Agency.

The Department is proud to report that, when polled, 97% of our clients, the residents in Orange County, feel safe in their homes and communities. In addition, the area patrolled by the Sheriff's Department is statistically the safest in the State when compared to areas of similar population and delivery of service.

Jail Operations – The Orange County Sheriff-Coroner Department operates one of the ten largest jail systems in the Country. Throughout the 1980's and into the 1990's, the Orange County jail system suffered from severe overcrowding resulting in the routine early release of thousands of inmates. Recently, the Theo Lacy Jail Facility has been expanded to the maximum number of beds allowed under the agreement with the City of Orange. Even though the overall jail system capacity exceeds its "Rated Capacity" as defined by the State Board of Corrections, the Department is proud to report that, currently, there are no early releases of inmates due to lack of jail bed space.

Statistically, the Orange County Jail System is among the safest in the State for both inmates and staff. The number of inmate on staff assaults is 60% less than the national average and the number of inmate-on-inmate assaults is 45% less than the national average. This safety record is especially noteworthy, because the Orange County jail system is operated with approximately half the national staff to inmate ratio. This is

possible due to the quality of training, effective facility design for recent jail expansion projects, and the continuing commitment to excellence of the corrections staff.

The Department will stay vigilant in managing its inmate population by continuing to explore alternatives to incarceration and by planning the future expansion of the James A. Musick Jail facility.

Homeland Security – Clearly, the threat of terrorist attack is a nationwide issue. Equally as clear, Orange County has its share of potential terrorist targets with multiple sporting event venues, major amusement parks, world class hotels, major transportation centers, and large shopping malls.

The Department is proud of our proactive approach to reduce the risk of terrorist attack in Orange County and to be prepared to respond should such an attack occur. Sheriff Carona was selected to be on the National Homeland Security Advisory Counsel. His participation on the Counsel provides Orange County with firsthand knowledge of nationwide efforts to fight terrorism. The Sheriff's Department is the lead agency in Orange County to coordinate planning efforts and develop response plans.

Gang Enforcement - The Department is proud of the success that Orange County has had in reducing gang activity. Over the last several years, the Sheriff's Department, District Attorney's Office, Probation Department, and other local law enforcement agencies have collaborated to develop aggressive strategies to address gang related activities and crimes. As a result, the number of active gang members in Orange County decreased from 24,035 in 1996 to 13,259 in 2004, a 44% decrease.

Use of State-of-the-Art Technology and Best Practices – The Department is proud of the entrepreneurial spirit demonstrated by its willingness to try and test new technologies and practices.

The Department is leading the entire State in implementing the "DNA Fingerprint, Unsolved Crime and Innocence Protection Act of 2004" (Prop 69). Having collected a significant portion of the qualified DNA offender samples for the State DNA database, the Department obtained an additional 29 unsolved cold case DNA hits in 2005.

The Department reached an agreement with the U.S. Attorney's Office to participate in a law enforcement information system that shares a national database of information about suspects.

The Department operates the Coroner's Statewide Training Facility that is used to train Coroner staff from throughout the State.

The Department operates training programs and academy classes for law enforcement agencies throughout the County and has a state-of-the-art training facility that allows realistic training scenarios that were previously unattainable.

The Department planned, built, and operates the 800 MHz Radio System that allows all law enforcement agencies and other emergency support agencies in Orange County to communicate via one radio system. This system is a model for the rest of the nation.

Prudent Fiscal Management – The largest single funding source for the Department is the Proposition 172 Sales Tax revenue which accounts for about 70% of the Department's annual funding. This funding source fluctuates with the economy of the State. It is the policy of the Department to build reserves by controlling costs and developing alternative funding sources to bridge funding gaps when the economy declines. If the economy remains strong, these reserves are planned to be used for major one-time projects such as technology improvements, maintenance and improvement of our facilities, and equipment.

The Department is committed to searching for new resources. The Department received over \$10M in grants in 2005 and has applied for over \$7M in grants in 2006. The Department also acquires surplus Federal assets for use throughout the department.

Community Partnerships – The Department is especially proud of the public partnerships we have created to facilitate effective services to our community. The Department has developed relationships with citizens who unselfishly volunteer time and money to help keep Orange County safe.

The Sheriff's Advisory Counsel serves as a conduit to the general public to help the Department understand issues from the public's viewpoint. The Counsel also raises funds for drug education programs, Project 999 to support the families of officers killed or injured in the line of duty, and one-time purchases of equipment and other assets for the Department.

The Sheriff's Reserve program enlists volunteers, both sworn and professional staff, to augment the Department's fulltime workforce. In 2005, Reserve Deputies, Professional Services Reserves, Chaplains, Seniors, and Explorers volunteered 177,846 hours of service which is valued at about \$8.5M.

The Community Coalition provides valuable feedback to the Department about community concerns. For more than a year, the Department has been meeting with the Coalition and other community groups to refine implementation of a Cross-Designation Program. Once approved by the Department of Homeland Security, this program will allow deputies to receive training by Immigration and Customs Enforcement (ICE) and provide them with access to the ICE database. We believe this program will be a valuable crime fighting tool and will aid in the identification and arrest of career criminals who prey upon the community.

This Business Plan celebrates the accomplishments of the Department in FY 2004-05 and serves as a roadmap for operations in FY 2005-06. As a team with almost 4,600 members, the Orange County Sheriff's Department looks forward to another year of proudly "Serving and Protecting" the citizens of Orange County.

II. MISSION AND GOALS

A. VISION

TO MAINTAIN ORANGE COUNTY AS ONE OF THE SAFEST AND MOST CRIME-FREE AREAS IN THE COUNTRY, AND ENSURE THAT THE SHERIFF-CORONER DEPARTMENT IS WELL RESPECTED AND VALUED BY THE COMMUNITY.

B. MISSION

TO PROVIDE A SAFE ENVIRONMENT FOR ALL RESIDENTS, BUSINESSES, AND VISITORS IN ORANGE COUNTY.

C. GOALS AND OUTCOME MEASURES

GOAL 1: *Respond in a timely and effective manner to public safety concerns.*

Goal 1	Calendar Year 2004*	Calendar Year 2005*	Fiscal Year Ending 6/30/06 Anticipated Results
<p>Performance Measure: Percent of residents who feel safe in their neighborhoods</p> <p>What: Measure commitment of Department to provide a safe living environment</p> <p>Why: Department personnel are committed to providing best quality service by enhancing overall quality of life through safe environment</p>	Survey to measure citizen safety perception shows in Sheriff's service areas 97% feel very safe or reasonably safe when walking in their neighborhood	Survey to measure citizen safety perception shows in Sheriff's service areas 97% feel very safe or reasonably safe when walking in their neighborhood	Percentage of citizens who feel safe in their community will remain stable throughout 2006.
<p>Performance Measure: Percent of residents rating the quality of service provided by the Department as good or excellent.</p> <p>What: Measuring quality of service provided to community and effectiveness of meeting customer service demands.</p> <p>Why: Achieve our commitment to respond in a timely, effectively manner to the needs of our citizens.</p>	Survey to measure citizen satisfaction indicates that in the Sheriff's service areas, 88.7% of the residents rate the quality of services provided as excellent or good.	Survey to measure citizen satisfaction indicates that in the Sheriff's service areas, 89% of the residents rate the quality of services provided as excellent or good.	Quality of service provided by Department personnel will remain high during 2006 according to the resident survey.

*Source: 2004 Orange County Sheriff-Coroner Department Resident Opinion Survey Report based on survey of a random sample of residents within Sheriff's service area conducted by Scott Bryant & Assoc. in association with Chapman University's Henley Social Sciences Research Laboratory

GOAL 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates.

Goal 2	Calendar Year 2004	Calendar Year 2005	Fiscal Year Ending 6/30/06 Anticipated Results
<p>Performance Measure: Number of incidents in County jails involving inmate-on-inmate violence.</p> <p>What: Measure the level of safety and security the Department is providing to housed inmates.</p> <p>Why: Responsibility of inmate care while in Sheriff custody is a top priority of the Department.</p>	During 2004, there were 323 inmate-on-inmate assaults in County jails.	During 2005, there were a total of 421 inmate-on-inmate assaults reported in County jails.	Conduct ongoing review of operational procedures and classification system to ensure the best housing locations assigned to all County jail inmates.
<p>Performance Measure: Number of incidents in County jails involving inmate-on-staff violence.</p> <p>What: Measure our commitment to provide a safe working environment for all Department employees</p> <p>Why: To ensure the safety of our employees</p>	During 2004, there were 49 incidents in County jails involving inmate-on-staff violence.	During 2005, there were 56 incidents in County jails involving inmate-on-staff violence.	<p>Review all incidents and identify any commonalities.</p> <p>Continue to provide training and staffing levels necessary to ensure a safe environment.</p>

**Statistics provided by Incident Statistical Summary from five O. C. jail facilities.*

GOAL 3: Lead and support Countywide law enforcement efforts.

Goal 3	Calendar Year 2004**	Calendar Year 2005*	Fiscal Year Ending 6/30/06 Anticipated Results
<p>Performance Measure: Percent of law enforcement agencies in Orange County rating the overall quality of scientific analysis provided as good or excellent.</p> <p>What: Measures the Department's ability to provide quality service to law enforcement agencies.</p> <p>Why: Department is committed to achieving its goal of leading and supporting law enforcement efforts.</p>	<p>A survey of Orange County District Attorneys rated the overall quality of scientific analysis of evidence in 2004 as 95% good or excellent.</p>	<p>A survey of Orange County Police Chiefs rated the overall quality of scientific analysis of evidence in 2004 as 86% good or excellent.</p>	<p>Continue to maintain substantially good or excellent satisfaction of scientific analysis services provided to law enforcement agencies.</p>
<p>Performance Measure: Percent of law enforcement agencies in Orange County rating the overall quality of DNA analysis provided as good or excellent.</p> <p>What: Measures the Department's ability to provide efficient and reliable services to law enforcement agencies.</p> <p>Why: Continue the Department's goal of supporting law enforcement efforts.</p>	<p>A survey of Orange County District Attorneys rated the overall quality of DNA lab services in 2004 as 88% good or excellent.</p>	<p>A survey of Orange County Police Chiefs rated the overall quality of DNA lab services in 2004 as 85% good or excellent.</p>	<p>Continue to maintain high satisfaction of DNA lab services that are provided to law enforcement agencies.</p>

***Source: 2004 Orange County Sheriff-Coroner Department Survey of Police Chiefs*

D. 2006 STRATEGIC IMPERATIVE I: Recruit and Maintain a Motivated and Productive Workforce in Support of the Department's Goals.

Goals for the new fiscal year continue to center around sustaining a highly motivated and productive workforce that will effectively serve the citizens of Orange County. Aggressive efforts are being made toward identifying essential job criteria, strategically advertising for critical positions, searching all resource pools likely to attract highly-qualified applicants and conducting thorough background investigations to ensure only the finest candidates are selected for hire to serve the community. The Orange County Sheriff-Coroner Department continues to maintain the highest standards for hiring and retaining the best possible workforce. Work ethic, leadership, sound management principals, and employee development are basic qualities expected of all employees and will not be compromised.

E. 2006 STRATEGIC IMPERATIVE II: Continue efforts to minimize costs and enhance revenues in anticipation of future economic downturns and to fund one-time strategic priorities.

The Department continued ongoing measures to save funds to address the current department level strategic priorities. This work builds on prior years' efforts to streamline operations and prioritize Department services.

III. OPERATIONAL PLAN FOR GOALS

This section of the Business Plan identifies the clients, challenges, resources, and strategies that affect the implementation of the Department's three goals: (1) Respond in a timely and effective manner to public safety concerns; (2) Provide safe, secure, and efficient incarceration for pre- and post-trial inmates, and (3) Lead and support Countywide law enforcement efforts. Department-wide clients, challenges, resources and strategies that apply to all three goals are listed in Sections A – C below. The clients, challenges, resources and strategies that apply only to a specific goal are listed in Section D, Goals, within the discussion of each goal.

A. CLIENTS SERVED BY THE DEPARTMENT

The Sheriff-Coroner Department is the primary law enforcement agency in Orange County. The Department's client profile includes all residents, businesses, and visitors within Orange County. In addition, the Department assists public safety agencies and other governmental agencies at the federal, state, and local levels. All are stakeholders in the overall success and achievement of each of the goals and strategic imperatives established by this Department providing services to these entities in the areas described below.

Community

Orange County, the second most populous county in California, is a diverse community comprised of over 3 million residents and 25.5¹ million annual visitors. The Sheriff-Coroner Department is responsible for protecting the community and maintaining a safe environment by providing community policing, investigation services, jail services, forensics, harbor patrol services, coroner services, reserve (volunteer) services, communications services, emergency preparedness, and by providing specialized law enforcement services to the community as required.

The Department provides community policing and investigative services to 118,664² residents living in unincorporated areas of Orange County and 571,456 residents living in 12 cities that are contracting law enforcement partners with the Department.

The Community Coalition, established by Sheriff Carona, provides a forum and encourages diverse community groups to interact with the Department. The objective of the coalition is to maintain two-way lines of communication between the Sheriff and the community served.

¹ Source: Orange County Facts & Figures 2005

² Source: California Dept. of Finance, Demographic Research Unit; 1/1/05

The Orange County Sheriff's Advisory Council is a non-profit organization that provides financial support and independent vision to the Department and further enables the Department to provide leading edge service. In its many years of service to the County, the Council has provided over \$1 million in financial contributions to law enforcement. The Advisory Council's Project 999 exists to support the families of Orange County law enforcement officers who are killed or injured in the line of duty.

The Orange County Sheriff's Department through the Emergency Management Bureau continues to be the lead agency for the Orange County Citizen Corps Council. Citizen Corps is the framework of volunteer organizations utilizing the skills and abilities of the American people to better prepare for threats of terrorism, crime and disasters. Additionally, a regional Community Emergency Response Team (CERT) is being developed by the Emergency Management Bureau. This concept, known as a Community Mutual Aid Program (CMAP), will provide Regional Mutual Aid via CERT for jurisdictions with and without current CERT programs during times of disasters.

County Departments and Government Entities

County Facilities – The Department provides law enforcement and security in County buildings, flood control channels, landfills, and remote radio sites.

Countywide Services – Pursuant to Board Resolution, the Sheriff-Coroner Department is authorized to provide the following Countywide services to all Orange County cities, as well as unincorporated areas: Coroner, Crime Prevention, Correctional Facilities, Dive Team, Forensic Science Services, Communications, Economic/Computer Crimes, Fugitive Warrants, Hazardous Device Squad, Helicopter Response, Homicide Detail, Hostage Negotiation, Mounted Patrol, Narcotics Detail, Jail Inmate Transportation, Central Records, Reserve Forces, Sex Crime/Family Protection Detail, Tactical Support Team, and Training. If services requested are deemed to be chargeable, they may be provided and charged for on an equitable basis.

Federal, State and Local Agencies – Law enforcement and information services and assistance are provided to federal, state and local agencies when requested. Emergency Management preparedness, mitigation, response and recovery assistance are required under California's mandated Standardized Emergency Management System (SEMS).

Harbor Patrol – The County Resources and Development Management Department (RDMD) and Dana Point Harbor Department contract with the Department for law enforcement, search and rescue, firefighting, and marine safety at the three County harbors (Sunset/Huntington, Newport and Dana Point), which include 15,000 vessels moored in the three harbors. There are currently over 70,000 registered vessels in the County. The Sheriff's Harbor Patrol is responsible for the safety of boaters in all three of the County's harbors and for monitoring Orange County's 43-mile coastline.

John Wayne Airport – John Wayne Airport (JWA) contracts with the Orange County Sheriff's Department for the services provided by the Airport Police Services Bureau. These services include but are not limited to law enforcement, traffic control and screening checkpoint security. John Wayne Airport, in association with the United States Transportation Security Administration (TSA), provides the explosives-detecting canines that partner with deputies assigned to Airport Police Services at JWA. The Air Support Bureau provides service to a variety of clients including residents of cities receiving contract police services from the Sheriff's Department, residents of unincorporated areas of Orange County, the California Department of Forestry, the United States Forest Service and other agencies within the region in need of airborne law enforcement capabilities.

Orange County Fairgrounds -- The Department provides law enforcement services by contract with the State of California at the Orange County Fairgrounds for the Orange County Fair, weekend Market Place, and special events.

Orange County Transportation Authority - Sheriff's Transit Police Services provides security and law enforcement services by contract to the Orange County Transportation Authority, which has an annual ridership of over 69 million passengers and a daily ridership average of 215,000. Services are provided at all transit centers, train stations, rail right of ways, bus bases, over 3,000 miles of bus routes and 6,500 bus stops.

Court Operations - The Department provides security at all Orange County Justice Centers and utilizes airport-style weapons screening at the Central Justice Center, Lamoreaux Justice Center, Harbor Justice Center – Laguna Niguel and the Harbor Justice Center – Newport Beach. The Department is also charged with keeping prisoners in a safe and secure environment in court holding areas, as they await trial. Residents and businesses in Orange County utilize services provided by Court Operations to help serve civil process and enforce court orders. Criminals are apprehended through warrants of arrest served by the Warrant Investigative Unit.

Emergency Response

Control One – Control One is the County's 24-hour radio communications contact point for public safety agencies, and Emergency Management (the notification point for the 114 Operational Area members and the Governor's Office of Emergency Services). Control One provides all local law enforcement agencies with registration and licensing information and is also the initial broadcast point for Emergency Alert System notifications, Sigalerts, Amber Alerts, HEAR (Hospitals' Emergency Administrative Radio), REDDINET (Rapid Emergency Digital Data Information Network), Paramedic-Hospital Radio Coordination, and the countywide Emergency Red Channel.

800 MHz Countywide Coordinated Communications System – Sheriff's Communications handles the operation, maintenance and financial management of the 800 MHz Countywide Coordinated Communications System (CCCS). This system was implemented by Sheriff's Communications and serves all law enforcement, fire services, lifeguard, paramedic and public works operations in Orange County. Over 21 million transmissions were successfully broadcast on the system during the year.

Emergency Management – The Emergency Management Bureau provides emergency management and preparedness services to all County departments and agencies, Orange County public and private organizations, and the County's general population. The County governmental agencies plus all political subdivisions within the geographical boundary of the County compose the Orange County Operational Area. The Operational Area Council has 114 members and 11 members on its Operational Area Executive Board. The Sheriff-Coroner Department is designated the lead agency by the Board of Supervisors for the Orange County Operational Area in aspects of emergency preparedness and disaster response. As such, the Sheriff-Coroner is designated the Operational Area Coordinator/Director of Emergency Services for all emergencies involving earthquakes, tsunamis, civil disturbances, energy crises, nuclear power plant emergencies, terrorism and acts of war. The Sheriff maintains the County's Emergency Operations Center (EOC), located at Loma Ridge, in a constant state of readiness. Emergency Management staff is the 24-hour contact to the OC Operational Area, the Emergency Management Council and to the Governor's Office of Emergency Services.

County Jail System Inmates

During FY 2004-05, a total of 64,847 individuals were booked into the Orange County jail system. The average daily inmate headcount was 6,604 in FY 2004-05, an increase of 1,035 (15.6%) as compared to the average daily inmate headcount of 5,569 in FY 2003-04. Of the inmates booked in the Orange County jail system, 80.2% are male and 19.8% are female, a 13.7% increase in the female population since 2004. The ethnic breakdown is 42.7% white, 44.2% Hispanic, 6.7% African American, and 6.4% are categorized as other ethnicities. Approximately 45.4% of the inmates in custody are charged with felonies and 54.6% are housed on misdemeanor charges.

The average length of stay for pre-trial inmates is 122.4 days, and after sentencing, inmates serve an average of 75.4 days. The stay is considerably longer for pre-trial three-strike offenders; these inmates stay an average of 259.7 days. In FY 2004-05, a total of 1,890 inmates (an average of 158 inmates per month) were released to participate in Proposition 36 programs, in which people convicted of a non-violent drug possession offense receive probation and court-supervised treatment services designed specifically for the individual and the community served. This is a 14% increase as compared to the 1,616 released to the program in FY 2003-04.

B. CHALLENGES FACING THE DEPARTMENT

On a continuous basis, the Department must balance daily operations and staffing levels with unforeseen events that can demand the full complement of resources available. Such emergencies and conflicting priorities require instantaneous reaction, deployment, participation and prioritization of all personnel within this Department.

Financial

During the last fiscal year, national and state outcomes varied significantly from projections and financial indicators. Both national and state economies experienced unanticipated, healthy growth during this period. It is important to note that this growth generally was due to considerable, unanticipated one-time fluctuations in revenues, and budget policies of debt issuance, funding shifts, and one-time expenditure reductions. As such, both the national and California economies continue to give mixed signals regarding solid growth. During the current fiscal year, the economy has grown at a slower, more solid pace; however, revenue growth rates are lower than the prior year and rising inflation and interest rates are expected to have an adverse effect, creating a potential for further slowing late in the fiscal year.

Federal budget policies and legislative priorities continue to impact the Department and its program objectives creating a situation where projections are volatile. During the last fiscal year, the President and the Congress shifted the spending focus for local justice programs such as Community Oriented Policing (COPS) to programs supporting Homeland Security and border protection. Funding sources can shift during the federal budget review processes. For example, in the FY 2005-06 federal budget process, the President proposed eliminating the State Criminal Alien Assistance Program (the Department received \$6.5M in the federal FY 2004-05 claim). Later in the fiscal year, Congress re-established the program, increasing appropriations over the prior year's budget. The Department must respond to these potential changes by continued, spontaneous evaluation of priorities and programs.

The difficulty state government has encountered in developing a viable long-term solution to its budget imbalance remains a risk to funding and stability of County programs (and hence Department programs), since state aid is a primary source of County revenues. According to the Legislative Analyst's Office, the California economy has improved; however, the budget still relies on one-time spending and still has future structural operating shortfalls. A slowing in revenue growth will impact the Department. The uncertainty surrounding state support to local governments for mandated and discretionary programs persisted during FY 2004-05 and is expected to continue through FY 2005-06 and beyond.

During FY 2004-05 the Department benefited from a 6.5% statewide increase in Proposition 172 receipts. In the current fiscal year, growth in sales and use tax receipts has slowed. FY 2005-06 Proposition 172 sales tax projections are expected to remain at an average growth rate of 4-5%.

In 2004, California voters approved Proposition 1A which required the Legislature to (1) appropriate funding to fully pay current mandated claims filed and (2) to pay outstanding claims incurred before FY 2004-05 within 15 years. The Department currently has outstanding claims incurred before FY 2004-05 of \$6.5 million and current FY 2004-05 claims of \$600,000. The State's response to Proposition 1A was to suspend some existing mandates and to identify others for potential future suspension. The suspension of mandates results in the Department receiving no reimbursement for those activities that continue to be carried out. Additionally, the State continues to address their budget shortfall by seeking ways to cut expenditures and liabilities. As such, in

the current fiscal year, the State added appropriations to increase audit activity of mandate claims. The State Controller's Office continues to take an aggressive, revised interpretation of State mandate legislation and claiming instructions redefining what is claimable from an operational perspective and what operational documentation must be maintained to support claimed costs. Statewide, local agencies have experienced State audits resulting in significant, proposed disallowance of claimed costs (agencies have reported cuts ranging from 25% to 90% depending on the mandate program audited).

In fiscal years 2002-03 through 2005-06, the County received Homeland Security funding from the Department of Homeland Security for distribution among the 22 police agencies, 13 fire service agencies, Orange County Health Care Agency, 34 cities, American Red Cross, and unincorporated areas of the County. FY 2003-04 was the highest grant award year with over \$10.5 million awarded. In fiscal year 2005-06, the grant award was \$6.7 million which was distributed to sustain prior Homeland Security programs throughout the County. The fiscal year 2006-07 grant award is anticipated to decrease further although mandated functions are expected to increase. Leveraging all of the Homeland Security grant funding to continue preparing for, preventing, responding to and recovering from a terrorist act within the County will be a challenge.

Personnel

The Professional Standards Division (PSD) continues to work in cooperation with every division to ensure that staffing needs are met, and to work in partnership with other County agencies and the citizens of Orange County to provide quality service. Although the financial climate remains a concern throughout the County, the Professional Standards Division is committed to work within these constraints and provide focused attention on critical needs. The highly progressive Risk Management Bureau is actively assisting the Department and County through aggressive investigative efforts, proactive claims management, improved response time to claims filed, and increased training efforts, particularly in the area of safety. Through these efforts, settlement of claims will be expedited and a significant reduction in the amount of damages should be realized.

Our primary objective is to maintain the highest quality law enforcement and support service to the community, address Department and community concerns, and establish a workforce of excellence. The Sheriff's Department recruiting team will explore new avenues for advertising and attracting highly qualified candidates for all position classifications. Support staff are dedicated to maintaining open lines of communication and expediting services without jeopardizing quality.

Family Protection Unit

Family based violence and abuse remains a significant problem within our society. The dynamics surrounding domestic violence, and the neglect, abuse and endangerment of children and dependent adults, and the elderly are often intertwined in dysfunctional families with a history of violence that spans several generations. This area requires specialized investigative efforts that coordinate with existing County social services and judicial projects. Due to the high volume of family violence incidents occurring within the County, it has been necessary to augment our efforts by assigning cases to investigators who are part of the Sex Crimes Detail. Additionally, a review of the reported incidents of elder-based crime revealed a consistent overlap between physical and fiduciary abuse incidents. To meet the needs of this unique service population, one investigator and one reserve investigator have been assigned to appropriately handle these investigative needs. The Investigations Division recommends bifurcating these units to create two separate units, in order to more efficiently distribute caseload.

Registered Sex Offenders

Approximately 3,097 registered sex offenders live within Orange County. These registered sex offenders easily move between county and city jurisdictions without being tracked or supervised. Only one-third of these offenders are on probation or parole. The remaining two-thirds have no form of supervision or restrictions. These offenders require a specialized approach that addresses supervision as well as community notification and safety.

Gang Enforcement

Over the past several years, the Department has worked collaboratively and aggressively with the District Attorney's Office, Probation, and other local law enforcement agencies to reduce gang activity in Orange County. As a result, the number of gang members has decreased from 24,035 in 1996 to 13,259 in 2004, a 44% decrease. Continued funding to support staffing and gang suppression efforts will be a challenge if we are to maintain the progress achieved thus far.

Terrorism Activity/Homeland Security

A significant challenge to the Department continues to be maintaining resident and visitor confidence in the safety of residential neighborhoods, work environments, and area attractions, in light of world events. Following the tragic events of September 11, 2001, the Sheriff-Coroner brought together the Orange County Chiefs of Police and the Federal Bureau of Investigation to discuss the formation of a Joint Terrorism Task Force. As a result, seven local police agencies have joined with other federal agencies to comprise the Orange County Joint Terrorism Task Force (OCJTTF). The OCJTTF investigates all leads and intelligence information pertaining to any terrorist activity in the County.

The Orange County Sheriff's Department coordinates and facilitates the Orange County Terrorism Early Warning Group (TEWG). The TEWG is a multi-disciplinary (law enforcement, health and fire) entity formed prior to September 11, 2001, which is designed to obtain and analyze information and intelligence needed to formulate an effective response to threats and acts of terrorism. As part of the TEWG mission, a threat and vulnerability assessment of potential terrorist targets in Orange County was developed in August 2001. After September 11, 2001, the TEWG became fully integrated into the national mutual aid structure. The TEWG has worked diligently with local law enforcement, fire, health, and hospitals to create vulnerability assessments and response folders to acts of terrorism through chemical, biological, nuclear, radiological, and explosive devices. The Department intends to maintain a high profile and presence in all areas and respond appropriately to all citizen concerns. TEWG conducts bi-monthly meetings with liaison officers from local law enforcement, fire, health care, and state and federal agencies to create a network for communication and coordination to help prepare for, mitigate, and react to potential acts of terrorism within Orange County. The TEWG coordinates the Private Sector Terrorism Response Group (PSTRG) collaboration between businesses and governmental entities to assure Countywide readiness and response capabilities for possible acts of terrorism. The TEWG develops Orange County's response for Homeland Security grants and is charged with Countywide assessments for grant funding distribution.

The Orange County Terrorism Working Group (TWG) is chaired by the Emergency Manager. It is a multi-disciplinary (law, fire, health, and representatives from the 114 members of the Operational Area) working group. The TWG reports to the Operational Area Executive Board and has three working subcommittees, Planning, Training/Equipment and Information Technology/Communications. The subcommittees are responsible for determining the planning needs (Emergency Manager Co-Chair), training/equipment (TEWG Co-Chair) assessments and interoperable Information Technology/Communications (Communications Division Co-chair) enhancements for funding distribution of Homeland Security grants.

The Orange County Sheriff's Academy has incorporated the Law Enforcement Response to Terrorism class in the Basic Academy curriculum available to all participating agencies.

The Department will continue to accommodate an extended leave of absence for all employees who returned to active military duty, while maintaining an adequate and fully operational staffing level.

C. RESOURCES USED BY THE DEPARTMENT

The Department's most valuable resources are the current employees (over 4,500, including Reserves), comprised of professional staff, safety members, law enforcement and professional managers, and reserve members. ALL are considered vital to the successful operation and professional representation of the Department.

The Sheriff-Coroner Department is funded by a combination of revenue sources including sales tax revenue, contracts for law enforcement services, state reimbursements for mandated services, court funding, fees from the service of civil processing and the County General Fund. The Department's Final Adopted Budget for FY 2005-06 is \$582 million. The annual General Fund contribution is approximately 10% of the total annual Sheriff-Coroner Department budget. The remaining 90% is provided by outside revenues, including sales tax, contract and grant revenue.

The Community Services Division administers over 1,000 civilian law enforcement volunteers with specialized skills, training and equipment who are assigned to specialized units: Aero Squadron, Chaplains, Community Programs, Coroner, Cadets and Explorers, Harbor Patrol, Hi-Tech Services, Investigations (includes Dignitary Protection Detail, Elder Abuse Detail, and Environment Protection Agency [EPA] Detail), Mounted Patrol, Professional Services Reserve (PSR), Reserve Professional Standards Division (PSD) Unit, Search and Rescue including Bicycle Detail and Bloodhound Team, Special Projects, Training including Academy Training and Range Staff, and Uniform Patrol. Reserve deputies are estimated to have donated over 120,000 uncompensated hours to the Department during 2005.

The Department actively participates in state and federal surplus property programs that allow the acquisition of surplus military property from within California, as well as from other states. In 2005, the Asset Procurement Detail acquired over \$1.2 million in assets through these programs. This Detail procured more than \$30,000 worth of emergency food supplies during the past year and delivered it to various divisions within the Sheriff's Department for disaster preparedness. Other significant items procured include M-14 rifles for use by members of the Department's Tactical Support Team and gas-charged marker buoys that were deployed by the Sheriff's Dive Team, playing a vital support role in the recovery of a small aircraft that went down in the ocean off Dana Point. In addition, the detail played a crucial role in the Department's Hurricane Katrina Relief Effort, obtaining special permission from the federal government to transfer excess federal property to the Jefferson Parish, Louisiana Sheriff's Department. These federal items included blankets, emergency food supplies, stretchers, a generator and other much needed equipment. Law enforcement specific equipment and a refrigerated cargo trailer were provided to Jefferson Parish by the County of Orange, and other items as donations from individual Department members and reserve deputy sheriffs. Department staff drove the semi-truck hauling the trailer and supplies to Jefferson Parish, Louisiana.

The Department aggressively pursues grant opportunities through state and federal programs. For Fiscal Year 2004-05, the Department claimed more than \$10.8 million in grants. The grants included Homeland Security funds, National Institute of Justice – Solving Cold Cases with DNA, Office of Emergency Services – Anti-Drug Abuse Enforcement Program, Bullet Proof Vest Program, State Criminal Alien Assistance Program (SCAAP) and expansion of Forensic Science Services resources and technology. As of the start of Fiscal Year 2005-06, applications have been submitted for pending grants amounting to over \$7.5 million.

Since the implementation of the Crime Analysis Unit in 2005, the Investigations Division can now provide geographic profiling information, crime trends and mapping, and trend analysis of criminal activity never before utilized by the Orange County Sheriff's Department. This new approach also provides an increased level of support for both patrol operations and investigations, utilizing available data systems for assistance with criminal investigations.

D. GOALS

GOAL 1: Respond in a Timely and Effective Manner to Public Safety Concerns

Clients, Challenges and Resources for Goal 1

The clients, challenges and resources listed in Sections A – C as Department-wide clients, challenges and resources also serve in that capacity for purposes of Goal 1.

Strategies for Accomplishing Goal 1:

Objective 1.1 Respond promptly to all service calls and deliver expeditious and effective law enforcement services.

- a. Continue to respond to calls for service in a prompt manner and maintain effective law enforcement services in contract cities and the unincorporated areas by increasing patrol staff and maintaining adequate staffing levels in patrol.
- b. Conduct comprehensive review of staffing positions and project future staffing needs to accommodate expanding service areas and new technologies.
- c. Coordinate the advancement of the “AMBER ALERT” System by expanding the tools and resources available through the County-wide Radio System and Control One. Continue to represent the region and state on the National Amber Alert plan with the U.S. Department of Justice.
- d. Using Homeland Security grant funds, upgrade security for the Loma Ridge facility, upgrade video cameras, install a video digital recorder and install a card access security system.
- e. Continue activation of enhanced wireless 9-1-1 at Sheriff’s Emergency Communications Center (ECB) center and other Orange County Public Safety Answering Points (PSAPs) and continue the development and coordination of the introduction of wireless 9-1-1 calls for service to local PSAPs. Currently, two Wireless Service Providers have been successfully launched in Orange County.
- f. Obtain a Geographical Information System (GIS) database to be used by ECB for the purposes of mapping for W 9-1-1.
- g. Coordinate Homeland Security and Weapons of Mass Destruction (WMD) training to include Public Safety Radio Dispatchers and Communications Coordinators.
- h. Complete the Facility Assessment and Feasibility for Expansion Study of the Loma Ridge Facility.

Objective 1.2 Utilize emerging technology to improve the safety and efficiency of law enforcement officers in the field.

- a. Improve the Civil Process software application, including pursuing additional tip database design to add accounting requirements for interest calculations, etc.
- b. Evaluate options for implementation of new technology for in-car police video systems (PVS), using digital technology as funding becomes available.
- c. Obtain security audio-visual system specifically designed to view digital video surveillance recordings and images from other video camera surveillance systems.
- d. Purchase a Global Positioning Satellites (GPS) digital vehicle tracking system and control center for display of real-time tracking for investigations and surveillances.
- e. Expand use of DNA collection and analysis for property crime scenes.
- f. Develop and implement Red Light Camera Systems at key intersections within the city limits of Laguna Woods to reduce traffic accidents and promote traffic safety.
- g. Increase less lethal force options with Taser technology for field operations personnel.
- h. Improve outstanding coverage issues for the 800 MHz system in Newport Beach.
- i. Develop a localized FCC Rebanding Plan to resolve cellular interference with the 800 MHz system.

- j. Plan video conferencing upgrades to link Sheriff's Department with other Emergency Operations Centers in Orange County.
- k. Implement weapons screening programs at entrances to West and North Justice Centers.

Objective 1.3 Upgrade existing payroll system to create efficiencies and convert to current technology.

- a. Replace server and upgrade in-house payroll timekeeping system.

Objective 1.4 Increase work efficiency by maximizing each division's resources.

- a. Assign professional staff at Stanton Police Services to coordinate limited neighborhood watch programs and requests from schools for bicycle safety, pedestrian safety, school safety, personal safety, and anti-drug/anti-gang programs.
- b. Review the current subpoena process to identify workload efficiencies.
- c. Reorganize staff assigned to the Investigations Division to better meet the needs of the Division.
- d. Complete components of Financial Integrated Systems (FIS), including petty cash, travel cash advances, division cashing and the Revolving Fund, to improve support to Department personnel.
- e. Continue development of Financial/Administrative Services Division web page to share financial data online, and enhance the dissemination of information more efficiently to Department personnel.

Objective 1.5 Improve readiness of Divisions for response to large-scale multiple fatalities event.

- a. Continue to deliver mass fatalities preparedness training to Reserve Deputies and Professional Services Reserves and continue efforts to increase the unit's membership over the next year.
- b. Continue the development of comprehensive training programs for the Coroner Reserve Unit to facilitate effective mass fatalities response support and daily operations.
- c. Continue Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) training to County staff.
- d. Continue development of a disaster simulation scenario for Coroners.
- e. Using grant money, purchase portable digital dental x-ray equipment and software that is compatible with decedent identification software program used in mass fatalities management.
- f. Coordinate Homeland Security and Weapons of Mass Destruction (WMD) training exercises to include law enforcement, fire, health, medical and private sectors. Provide trained WMD instructors to law enforcement first responders in Orange County.

Objective 1.6 Purchase new and plan for the replacement of critical systems and equipment.

- a. Develop strategies for long term replacement of major equipment, e.g. helicopters, inmate transportation buses, computer main frames, video surveillance systems, 800 MHz components/radios, forensic lab equipment, and phased replacement of Department wide equipment.
- b. Acquire special laboratory grade sterilization unit to disinfect and decontaminate equipment.
- c. Upgrade server for storage of Patrol Video System (PVS) digital video, digital images and video recordings to provide digital images to the District Attorney's Office and County Risk Management.
- d. Replace Live Scan machines to provide higher definition print images to Department of Justice.
- e. Purchase computer equipment and software to support the Crime Analysis Unit.
- f. Replace aging Harbor Patrol fireboats.

Objective 1.7 Improve services to families impacted by family-based violence and to victims of sexually related crimes by reorganizing Department resources.

- a. Reorganize the Sex Crimes/Family Protection Detail to create two distinct units.
- b. Continue to focus the Sex Crimes unit on sexually based incidents or assaults, maintain the SONAR Unit and participate in the SAFE Task Force.
- c. Continue the Family Protection Unit's specialization in family-based violence, including domestic violence, child abuse, and elder/dependent adult abuse, as well as fiduciary abuse of the elderly and dependent adult population.

- d. Collaborate with community based resources and referral organizations in an effort to stop family violence and abuse through intervention efforts and counseling.

Objective 1.8 Refocus organizational resources to reduce the increase in high-technology crimes.

- a. Reorganize the Computer Crimes Unit and the Economic Crimes Detail to create two distinct details.
- b. Provide Investigators with special training in computer forensic examinations to have access to a variety of updated equipment, computer hardware and software. Investigators assigned to Economic Crimes will specifically address fraud, check/credit cards and the increase in identity theft crimes.

GOAL 2: Provide Safe, Secure, and Efficient Incarceration for Pre- and Post-Trial Inmates

Clients for Goal 2

The clients for Goal 2 are the inmates in the County jail system who were profiled previously in the Department-wide Clients.

Challenges for Goal 2

Challenges include maintaining old facilities which are constantly in need of repair, over crowded facilities with unrated beds to meet the growing inmate population and managing a diverse inmate population. In order to meet the rising demands for jail beds over the last 25 years, the County added 1,600 unrated jail beds into existing facilities, which were designed to house fewer inmates. The older facilities were designed with more dormitory style housing for an inmate population that was 30% felons and 70% misdemeanants. Current inmate population is 73% felons and 27% misdemeanants, resulting in minimal ability to segregate inmates effectively.

Resources for Goal 2

The current jail system consists of 7,015 beds located in five facilities. There are approximately 1,200 Department personnel who provide security services at the five Orange County jail facilities. In addition, there are over 250 personnel, who provide support services, including meals, commissary, medical maintenance and educational programs for rehabilitation to minimize the number of inmates who commit crimes after release.

Strategies for Accomplishing Goal 2

Objective 2.1 Continue expansion and rehabilitation of County jail facilities and detention areas to increase inmate capacity and maintain safety.

- a. Begin site study and master planning for the future expansion of the Musick Facility.
- b. Finalize deployment of Computerized Maintenance Management System for all equipment and plant systems at Department facilities to increase proactive preventative maintenance activities.
- c. Update five year maintenance and repair plan to facilitate budgeting and long term management of facility maintenance issues.
- d. Complete installation of prisoner bus bay security enhancements at the West Justice Center.
- e. Install additional/replacement surveillance cameras in the inmate holding areas at the North, Harbor/Laguna Niguel, and Central Justice Centers, pending funding.
- f. Rehabilitate the East Compound kitchen at the Musick facility.
- g. Proceed with the Central Jail Complex rehabilitation project to complete major deferred maintenance projects.
- h. Continue installation of new and replacement kitchen equipment in the jails.
- i. Implement a weapons screening security system for visitors of the Musick facility.

Objective 2.2 Increase efficiency of County jail operations

- a. Include centralized kitchen, laundry and warehouse operations in the Musick Master Plan to achieve system wide efficiencies and cost savings for the jails.

- b. Continue to work with the Superior Court to expand video arraignment to other Justice Centers.
- c. Continue to provide Standards and Training for Corrections (STC), Advanced Officer Training and Emergency Response Team Training to safety and professional staff assigned to the jails.

Objective 2.4 Increase availability of inmate programs for continuing education, vocational skills, job skills development, and personal responsibility skills.

- a. Continue exploring the feasibility of using volunteers.
- b. Continue to manage the Orange County Adult Alcohol and Drug Sober Living Facilities Certification Program and communicate the need to increase the number of certified sober living facilities by conducting outreach meetings through jail programs.

GOAL 3: Lead and Support Countywide Law Enforcement Efforts

Clients for Goal 3

As described previously under Department-wide Clients, the clients for Goal 3 include those Orange County cities that receive contracted law enforcement services from the Sheriff-Coroner Department. In addition, the entire County receives forensic science, communications and emergency preparedness services, as well as planning for and addressing potential acts of terrorism.

The Orange County Chiefs of Police and Sheriff's Associations work in partnership to provide regional solutions to law enforcement problems. The Department also works with federal, state and local task forces to address specialized law enforcement needs and community concerns. Information services and assistance are provided to federal, state, and local law enforcement agencies when requested.

Challenges for Goal 3

The identification of adequate funding sources is the most significant challenge to the Department in leading and supporting law enforcement efforts. The Department's acquisition of adequate federal, state, or alternative funding will ensure the success of existing operations.

Resources for Goal 3

County wide resources include over 390 forensic scientists and specialists, deputy coroners, dispatchers, communication engineers and technicians, computer experts, managers, and office staff, who provide their experience and support to process crime scenes, death investigations, and emergency management and response. The County has state-of-the-art forensic laboratory, county wide communications system and a new coroner facility.

Strategies for Accomplishing Goal 3

Objective 3.1 Provide quality emergency communication technical services.

- a. Upgrade the Communications project and accounting system.
- b. Assess impact of regional 700 MHz plan on Orange County.
- c. Plan and implement a County wide Tactical Interoperable Communication Plan, as required by the U.S. Department of Homeland Security, to be completed no later than May 1, 2006.
- d. Purchase and implement use of cell phone and wireless data line devices for Terrorism Liaison Officer Program in South County Region.

Objective 3.2 Publicize, facilitate, coordinate, and support Countywide efforts to prepare for, respond to, and recover from disasters.

- a. Revise the Orange County Nuclear Power Plant Emergency Plan in preparation for the San Onofre Nuclear Generating Station (SONGS) Federal Emergency Management Agency (FEMA) graded Plume Phase Exercise. Train the Emergency Operations Center (EOC) contingent of 140 responders

for individual EOC responsibilities during a SONGS activation. Assist in the planning and training for all SONGS offsite jurisdictions via the Interjurisdictional Planning Committee.

- b. Conduct Operational Area functional exercise.
- c. Emergency Management will convene and chair the Operational Area Tsunami Working Group to develop the Tsunami Annex to the Orange County Operational Area Emergency Operations Plan. Host a Tsunami Workshop for future planning considerations.
- d. Emergency Management will convene and chair the OC Operational Area Dam and Reservoir Failure Working Group and begin development of annex specific to Dam and Reservoir Failure for the OC Operational Area Emergency Operations Plan.
- e. Apply to the US Department of Commerce National Oceanic and Atmospheric Administration to qualify the County of Orange as “Storm Ready” to be prepared for naturally occurring weather related disasters.
- f. Emergency Management will revise the current Disaster Service Worker Video to include the National Incident Management System. The video is shown to all county employees as part of county orientation and explains the duties assigned as a Disaster Service Worker.
- g. Convene a SEMS/NIMS working group to integrate the NIMS structure into the California mandated SEMS structure.
- h. Emergency Management will assist OC Law Enforcement agencies in developing a mass Evacuation Plan for Orange County to be integrated into the statewide plan.
- i. In order to maintain the EOC in a constant state of readiness, integrate new EOC specific software, populate with OC data, and train EOC responders on its use.
- j. Maintain a database for all County employees who have completed the National Incident Management System (NIMS) required IS 700 class.
- k. The Terrorism Early Warning Group (TEWG) will continue leading the county in critical infrastructure assessments and threat assessments with access to a County database linked with the Department of Homeland Security’s Operations Center.
- l. Continue to deliver the “Mass Fatalities Course for Coroners” through the California Coroner Training Center.
- m. Implement quarterly meetings with the five Southern California county coroners/medical examiners to plan for multi-county mass fatalities events and mutual aid issues.

Objective 3.3 Enhance Forensic Science Services Provided to the Public

- a. Continue the implementation of new technology that permits easy flow of information between Forensic Science Services and the law enforcement community.
- b. Continue to lead implementation of the DNA Fingerprint, Unsolved Crime and Innocence Protection Act of 2004 (Proposition 69) by working with state and local law enforcement agencies.
- c. Participate in the DNA Expansion Demonstration Program, a national study on recovering and testing DNA on high volume property crimes.
- d. Work with State Department of Health and Department of Motor Vehicles on changes to Title 17, which regulates the scientific analysis of forensic blood alcohol samples.
- e. Develop and implement the forensic biology evidence examination documentation system.
- f. Use grant funding to purchase WiFi communications and laptop PCs for use in the DNA laboratory.
- g. Partner with California Department of Justice, Orange County Cal-ID Remote Access Network Board and local law enforcement to install and implement new palm print identification systems.
- h. Provide ongoing training of deputies and other law enforcement professionals to improve quality of live scan prints, which in turn increases latent fingerprint identifications.
- i. Continue to distribute Forensic Science information at high school career days, to college and university students and to civic organizations and public outreach groups.
- j. Implement the Office of Traffic Services (OTS) new Portable Evidential Breath Testing (PEBT) grant of \$345,000 for new instruments and equipment for Orange County police agencies.

- k. Implement the new Coverdell 2005 Training Grant (\$93,639) to provide training for professional staff throughout the Division.
- l. Implement the DNA Expansion Demonstration Program grant received from NIJ (\$495,505). This program will research the cost effectiveness of performing DNA analysis on commercial and residential burglary cases in south Orange County, involving collaborative efforts of the Sheriff's Department and the District Attorney's Office.
- m. Apply for Homeland Security grant funding to obtain new instrumentation for the laboratory to facilitate the rapid analysis of low-level explosive compounds.

Objective 3.4 Enhance the operation of the 800 MHz Countywide Coordinated Communications System

- a. Construct Dana Point radio facility, including building and tower. Fund Motorola Countywide and South cell equipment and integration costs through partnership funding and total integration.
- b. Address outstanding site issues in Newport Beach, Dana Point and Carbon Canyon, thereby, closing outstanding coverage issues from initial 800 MHz implementation.
- c. Direct and implement localized FCC rebanding effort within Orange County with all costs to be paid by Sprint-Nextel.
- d. Develop comprehensive plan to upgrade 800 MHz system to ensure system longevity.

Objective 3.5 Enhance and increase lines of communications and services between the community and the Orange County Sheriff-Coroner Department.

- a. Continue daytime and evening tours of the Forensic Science Center for the community.
- b. Provide daytime tours of the Aliso Viejo Station to Boy Scout troops, Girl Scout troops, schools and other community-based organizations.
- c. Participate in the Victim Services Committee to assist law enforcement agencies to facilitate victim awareness of their rights and options for assistance. Continue to support the "Responsible Alcohol Policy and Prevention Service" which focuses on training businesses to serve alcohol in a responsible manner.
- d. Expand the "Child Passenger Seat Demonstration Project," which allows seat belt violators to successfully complete child passenger seat remedial training, and increase public awareness on child seat safety laws, installation and use.
- e. Continue to deter and reduce crime via public awareness through our Crime Prevention Program by providing educational programs on public safety.
- f. Increase participation in Neighborhood Watch Programs by adding Crime Prevention Specialists in the cities of Dana Point, Mission Viejo and Laguna Hills.
- g. Continue educating residents and members of the community regarding city government and police services through programs such as "Leadership Academy" in the City of San Juan Capistrano and "Citizens' Academy" in the City of Laguna Niguel.
- h. Continue to educate the public on rail safety in the cities of San Clemente and San Juan Capistrano through programs like "Operation Lifesaver" designed to promote safety at railroad crossings.
- i. Continue to promote child safety and child abduction prevention by sponsoring programs such as the "Amber Watch Foundation Be Safe Program" an educational program designed to provide parents and teachers with the proper tools on personal safety and awareness.
- j. Participate in the "South Orange County Disaster Preparedness Academy", an 8-week course that educates citizens on first aid, CPR, terrorism detection and emergency response. The program is sponsored by police services in the cities of Laguna Hills, Rancho Santa Margarita, Lake Forest, Mission Viejo, San Clemente, and Laguna Niguel.
- k. Enhance "Business Watch", a local business crime prevention program that promotes safety awareness by educating business owners on crime trends through information dissemination, community forums and presentations in South County cities such as Rancho Santa Margarita, Lake Forest, and Laguna Niguel.
- l. Provide Meagan's Law Database access to the general public.

- m. Provide elder abuse education and training to law enforcement and the medical community through the California Coroner Training Center.
- n. Use the Coroner Division's new Research Analyst position to produce fatality reports for research and prevention groups.
- o. Continue with the expansion and involvement in the CERT Mutual Aid Program (CMAP) to prepare community volunteers for disaster preparedness and response.
- p. Continue the Region 1 Homeland Security Advisory Group partnership with Los Angeles County Sheriff's Department for interacting with CEOs and industry leaders in terrorism awareness, disaster preparedness, and public education.
- q. Implement the disaster preparedness community education program and marketing campaign developed in conjunction with the cities of Anaheim and Santa Ana.

Objective 3.6 Expand death investigation course offerings to benefit coroners, homicide investigators, law enforcement officers, and other professional groups.

- a. Provide in-service training for the District Attorney's Office to facilitate increased awareness of Coroner's role and enhance working relationships.
- b. Continue to develop various training programs for the Coroner Reserve Unit to facilitate effective support and expertise in the event of a multiple fatalities incident.
- c. Continue to work with Curriculum Development Committee to evaluate expansion, certification and restructuring of P.O.S.T.-mandated training for Coroners.
- d. Partner with established prevention groups to reduce violence, suicides and accidental injuries in children.

Objective 3.8 Provide efficient and effective business practices to facilitate, enhance and support the delivery of law enforcement services.

- a. Maintain networking with other law enforcement Contracts Managers and cost units to share strategies necessary to provide accurate, full cost recovery for law enforcement contracting.
- b. Provide administrative and financial training for Department staff involved in purchasing and budget development,
- c. Continue to maximize revenue by reviewing and updating Sheriff Department fees on a regular basis.
- d. Provide lease monitoring and revenue enhancement services to support all divisions.
- e. Develop a training guide for requesters of purchasing services that includes FAQs, how to's and Purchasing contacts.
- f. Develop a purchase requisition acknowledgement form to be sent to requestors so they can be assured their requisitions are received and the buyer assigned.
- g. Create an active purchase requisition workload report to manage and monitor workload.
- h. Increase contract expiration monitoring to ensure timely renewals and to facilitate contract administration.

Objective 3.9 Reduce the number of major and violent crimes.

- a. Deploy patrol deputies at an appropriate level to ensure effective staffing is maintained.
- b. Deploy Directed Enforcement Teams for specific time periods to prevent major and violent crimes and apprehend perpetrators of these crimes.
- c. Continue deployment of uniformed deputies to contact and dissuade street prostitution.
- d. Implement DNA Expansion program in collaboration with the DA's office and evaluate the effectiveness of the program through burglary cases.
- e. Create a Special Enforcement Team (SET) in the South County region for proactive law enforcement of gang activity and other major crimes.
- f. Develop, train and maintain a HAZ-SWAT team in support of the Joint Hazardous Assessment Team (JHAT) in Orange County.

2005 STRATEGIC IMPERATIVE I: Recruit and Maintain a Motivated and Productive Workforce in Support of the Department's Goals.

Clients for Strategic Imperative I

Clients served by the Sheriff-Coroner Department include all residents, businesses, current and prospective employees, contract vendors, inter-County agencies, federal state and local law enforcement and other government entities. These clients rely on the Department's full complement of resources and services to conduct their business and protect lives and property. It is the responsibility and commitment of the Department to ensure the workforce is appropriately staffed and motivated to provide the essential services that meet the needs of our clients.

Challenges for Strategic Imperative I

The Department has experienced difficulty in recruiting and retaining qualified sworn personnel and professional staff for certain classifications. The Department is increasing its efforts to advertise and target potential qualified employees. The Workforce Plan continues to be a reliable tool for identifying possible classification discrepancies that may warrant evaluation and modification.

Resources for Strategic Imperative I

Approximately 1,935 professional staff members provide support for Department services including: training, recruiting, preparing and monitoring the Department budget, payroll, accounts payable, purchasing, information management, facilities planning and maintenance, and records management. These employees are responsible for supporting the responsibilities of all divisions within the Department including, 1,822 safety, law enforcement management and professional management staff.

Strategies for Accomplishing Strategic Imperative I

Objective 1: Ensure that positions are staffed to maintain appropriate service levels.

- a. Continue to study positions throughout the Department to ensure appropriate classifications for job requirements.
- b. Continue efforts to develop and train staff to ensure successful completion of job assignments.
- c. Where appropriate provide cross-training opportunities and recruitment plan to address vacancies anticipated through retirements.
- d. Proactively communicate with employees off work as a result of injuries/illnesses; assist them through the leave process and encourage his/her return to the workplace as soon as practicable.
- e. Implement Deputy rotation program allowing Deputies assigned to the jails to temporarily rotate to patrol for career development.

Objective 2: Provide law enforcement and corrections training that meets or exceeds all mandated requirements

- a. Harbor Patrol to host two P.O.S.T certified Marine Firefighting courses in conjunction with training requests through the California Department of Boating and Waterways.
- b. Harbor Patrol to host one or more P.O.S.T. certified Boating Under the Influence course.
- c. Continue to work with P.O.S.T. to establish the structure for an expanded Coroner training program and lay the ground work for an accredited certificate program for California coroners.
- d. Provide annual re-certification training to Critical Incident Response Team (C.I.R.T.) members in Mobile Field Force techniques, Rapid Deployment techniques and Less Lethal Weapons and Munitions deployment; continue to expand to include training provided to investigators within the Special Investigations Division.
- e. Continue the training for Sheriff's Department members in the Perishable Skills mandates, as determined by P. O. S. T. and ensure all members receive the opportunity for the training within mandate timelines.

- f. Design and produce a mini CD-ROM catalog of Training course presentations.
- g. Increase the current number and variety of STC class offerings for correctional staff, with P.O.S.T. cross certification.
- h. Continue to develop the Professional Staff Training Program.
- i. Provide continued training for personnel in Vice and Gang Enforcement by expert training instructors and through local training cases.
- j. Provide training to first responders in use of personal protective equipment (PPE) specific to possible chemical or bio-terrorism incidents and deploy available PPE to first responders.
- k. Establishment a Safety and Equipment Committee to evaluate and recommend policies and procedures for Less-Lethal weaponry and other safety related equipment.
- l. Design, develop, and implement a two-hour Racial Profiling Training update.
- m. Establish a patrol readiness course to prepare deputies within the Jails for a successful transition to Operations.

2005 STRATEGIC IMPERATIVE II: Continue efforts to minimize costs and enhance revenues in anticipation of future economic downturns and to be able to fund one-time strategic priorities.

Clients for Strategic Imperative II

In addition to the residents and businesses served by the Orange County Sheriff-Department, all current and prospective Department employees are clients because they assist the Department in achieving its goals. Additionally, local, state and federal law enforcement agencies are clients because they rely on assistance/services provided by the Department.

Challenges for Strategic Imperative II

The Department must continue to identify additional opportunities to reduce costs through changing how services and functions are provided, including: re-engineering approaches and processes, consolidating services and functions where possible or the eliminating services where appropriate.

Resources for Strategic Imperative II

In 2004, the Department created a Blue Ribbon Committee comprised of all Division Commanders to identify cost saving measures and potential reductions in the level of services and functions. The Department continues to build on that effort as part of an ongoing process to meet financial challenges in the future. In addition, all employees are part of the solution to maximize the Department's efficiency.

Strategies for Accomplishing Strategic Imperative II

Objective 1: Cost control

- a. Manage vacant positions and use of overtime.
- b. Evaluate new technology to create cost savings or cost avoidance.
- c. Try to retain trained, qualified staff
- d. Communicate with other agencies on best practices.
- e. Provide adequate and appropriate training to increase efficiency of staff.

Objective 2: Revenue enhancement

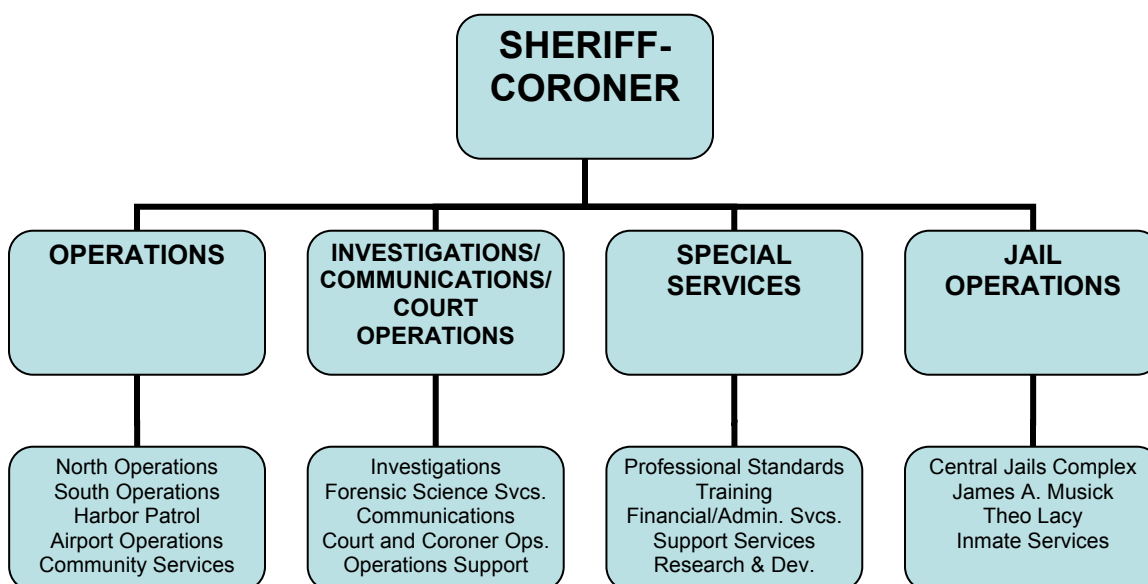
- a. Update fees and contracts to ensure full cost recovery.
- b. Research new revenue potential.
- c. Maximize use of Reserve volunteer resources, surplus Federal property and grant opportunities.
- d. Conduct salary studies where appropriate to ensure salaries are competitive.

IV. APPENDICES

A. Organizational Chart	27
B. Management Team	28
C. Joint Labor Management Committee	29
D. Business Plan Team	29
E. FY 2004-05 Accomplishments	30-36
F. FY 2005-06 Anticipated Accomplishments	36-37
G. Division Descriptions	38-43

APPENDIX A

ORGANIZATIONAL CHART OF THE ORANGE COUNTY SHERIFF-CORONER DEPARTMENT



OPERATIONS -- Provides patrol and investigative services to the unincorporated areas of the County and to 16 independent entities, including 12 municipalities that partner with the Department for police services. Manages the Airport Operations Division, Harbor Patrol Division, Hazardous Devices Squad, Transportation Bureau, Security/Special Events and the Community Services Division, which provides a force of personnel consisting of approximately 1,000 unpaid volunteers with specialized law enforcement training and equipment, divided into specialized reserve units: Aero Squadron, Cadets and Explorers, Chaplains, Community Programs, Coroner, Crime Prevention, Harbor Patrol, Hi-Tech Services, Investigations (includes Dignitary Protection Detail, Elder Abuse Detail, and EPA Detail), Mounted Patrol, Professional Services Reserve (PSR), Reserve PSD, Search and Rescue (includes Bicycle Detail and Bloodhound Team), Special Projects, Training (includes Academy Training and Range Staff), and Uniform Patrol.

INVESTIGATIONS/COMMUNICATIONS/COURT OPERATIONS -- Initiates and investigates public offenses and violations relating to crimes against persons and property, sex crimes, family violence, homicide, computer crimes, checks and fraud, vice and gang enforcement and narcotics offenses, as well as the implementation of specialized investigative services and task forces, including the Orange County Joint Terrorism Task Force. Provides Countywide forensic science services in support of the investigation and prosecution of criminal cases. Conducts investigations into circumstances surrounding deaths falling within the Sheriff-Coroner's jurisdiction. Provides centralized, coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and general government agencies on a 24-hour basis. Provides courthouse security, weapons screening, and perimeter security, apprehends criminals through enforcement of warrants for arrest, keeps prisoners secure as they await trial, and serves civil process subpoenas.

SPECIAL SERVICES -- Provides financial, administrative, payroll, supply, personnel, training, record keeping, information systems, evidence storage, building maintenance and construction management for the operation of the Department. Develops opportunity for Department growth through research, planning, and developing resources.

JAIL OPERATIONS -- Provides jail functions to hold 65,000 arrestees annually and custodial services to inmates sentenced to serve time in Orange County, including housing, record keeping, recreational activity, commissary and services associated with the secure custody of inmates. Correctional Programs offers a variety of life skills and responsibility classes to inmates.

APPENDIX B

Orange County Sheriff-Coroner Department Management Team

Michael S. Carona	Sheriff-Coroner
Steven Bishop	Assistant Sheriff, Investigations/Communications, Court Operations
Jo Ann Galisky	Assistant Sheriff, Special Services
Kim Markuson	Assistant Sheriff, Operations
Charles Walters	Assistant Sheriff, Jail Operations
Jack Anderson	Captain, South Operations Division
Deana Bergquist	Captain, Harbor Patrol Division
Jacque Berndt	Chief Deputy Coroner, Coroner Division
Bob Blackburn	Captain, Investigations Division
Tim Board	Captain, Professional Standards Division
Brian Cossairt	Captain, Court Operations Division
J. B. Davis	Captain, Central Jail Complex
Dennis DeMaio	Captain, Airport Operations Division
Rick Dostal	Director, Financial/Administrative Services Division
Bob Eason	Captain, West Operations Division
Dean Gialamas	Director, Forensic Science Services Division
Sharron Gibson Casler	Director, Inmate Services Division
Steve Harding	Captain, James A. Musick Facility
Mike James	Captain, Support Services Division
Susan Markey	Director, Communications Division
Dan Martini	Captain, Training Division
Christine Murray	Captain, North Operations Division
Brian Wilkerson	Captain, Theo Lacy Facility
W. David Wilson	Captain, Community Services Division
Catherine Zurn	Captain, Operations Support Division

APPENDIX C

Orange County Sheriff-Coroner Department OCEA Joint Labor Management Committee

Michael S. Carona	Sheriff-Coroner
Jo Ann Galisky	Assistant Sheriff, Special Services
Karen Kiddy	Administrative Manager, Professional Standards Division
Robert Finkle	Forensic Science Services
Dan Beam	Court Operations
Wellington Bennett	Correctional Programs Unit
Ed Bilello	Central Jails
Susie Cabrera	Forensic Science Services
Kelli Smith	Forensic Science Services
Debbie DeMaio	Support Services
Oliver Didio	Training
Jim Gotter	Forensic Science Services
Curtis Heye	Forensic Science Services
Robert Kiefer	Court Operations
Georgina LaBarbera	Intake Release Center
Dana Nicholson	Communications
Barbara Pena	Correctional Programs Unit
Alyce Perry	James A. Musick Facility
Bill Stein	Court Operations
Debora Vandor	Court Operations
Jeff Williams	Emergency Communications Bureau
Paige West	Professional Standards
Terry Woodhull	Airport Operations
Traci Young	James A. Musick Facility

Orange County Sheriff-Coroner Department AFL-CIO Labor Management Committee

Karen Kiddy	Professional Standards
Marilyn Young	Professional Standards
Dave Knecht	Harbor Patrol
Art McClure	Research and Development
Bill MacDonald	Research and Development
Matt Monzon	Research and Development

APPENDIX D

Orange County Sheriff-Coroner Department 2006 Business Plan Team

Michael S. Carona	Sheriff-Coroner
Jo Ann Galisky	Assistant Sheriff, Special Services
Steve Bishop	Assistant Sheriff, Investigations/Communications, Court Operations
Kim Markuson	Assistant Sheriff, Operations
Charles Walters	Assistant Sheriff, Jail Operations
Rick Dostal	Director, Financial/Administrative Services Division
Jane Reyes	Assistant Director, Financial/Administrative Services Division
Dottie Ronan	Lieutenant, Research & Development Division
Marilyn MacDougall	Executive Director, Drug Use Is Life Abuse
Kathy Douglas	Administrative Manager, Financial/Administrative Services Division
Ryan Burris	Executive Assistant
Ann Nguyen	Administrative Manager, Financial/Administrative Services Division
Jeanette Finneran	Secretary, Financial/Administrative Services Division
John Hollenbeck	Sergeant, Theo Lacy Facility

APPENDIX E

Fiscal Year 2004-2005 (Ending June 30, 2005) ACCOMPLISHMENTS

Goal 1: Respond in a timely and effective manner to public safety concerns.

Enhanced patrol services in South County by adding additional deputy sheriff positions to the unincorporated area as well as to the cities of Mission Viejo, Lake Forest, Laguna Woods, Laguna Niguel, Laguna Hills, San Juan Capistrano, San Clemente, and Dana Point.

Expanded the use of School Resource Officers in the South County Region for threat assessment on school campuses within the Saddleback Valley and Capistrano Unified School Districts.

Successfully completed an investigation, resulting in two suspects being charged with 88 felony counts of child molest and kidnapping; developed and implemented "High Risk Sex Offender" data on the Internet; successfully culminated the investigation of human trafficking and prostitution with the conviction of the primary suspect who was turned over to Homeland Security Agents.

Solved an auto theft case in the course of investigating a hit-and-run collision involving two stolen vehicles. Investigators were able to identify four female suspects after finding an ink pen from a pawn shop in one of these stolen vehicles. The suspects were linked to five stolen vehicles, stolen property and a hit and run collision within Sheriff's jurisdiction, plus four stolen vehicles in other jurisdictions. The primary suspect is currently serving time in state prison as a result of this investigation.

Tracked down an armed suspect occupying a stolen vehicle, who fled from deputies and carjacked another vehicle in order to make his escape. Auto theft investigators were not only able to identify and locate the suspect, but connected him to an additional four stolen vehicle cases and four forced-entry residential burglaries. The suspect is currently on trial in Orange County.

Implemented a comprehensive DUI/traffic safety program through the "Avoid South County" Regional DUI grant in the amount of \$540,570, funded by the California Office of Traffic Safety.

Set up a mobile command post for DUI checkpoints & roving patrols to administer breath alcohol testing, obtain blood samples and provide a dispatch area within the 10 contract cities in South County.

Conducted numerous Parent/Teen Safe Driving Forum programs in South County contract cities, in partnership with community organizations; mock DUI collision demonstrations were conducted at regional high schools; and an intramural "Reality Check" high school journalism competition was initiated, focusing on teen DUI.

As a result of four Warrant Arrest operations, targeting drivers with outstanding warrants for failure to appear in court on DUI arrests, 54 persons were either arrested or turned themselves into court.

Realized a 7% reduction in total number of DUI collisions from the previous year. Fatal DUI collisions dropped from 6 in 2004 to 1 in 2005, and injury DUI collisions went from 99 in 2004 to 82 in 2005.

More significantly, only one person died and 113 were injured in 2005, compared to 7 fatalities and 141 people injured in 2004, a reduction of 23% in the number of DUI fatalities and injuries.

Continued the Traffic Violators Apprehension Program, which focuses on impounding the vehicles of unlicensed drivers or drivers with suspended or revoked licenses. The number of vehicles impounded for 30 days under this program increased by 19% in 2005, from 3,771 in 2004 to 4,500 in 2005.

The Traffic Bureau developed a training model for outside law enforcement agencies, educating officers on the increase in street racing accidents and fatalities.

Negotiations were successfully completed on a new MOU for Court Security, which fully detailed operational requirements and post positions. This \$34.8M contract included the addition of funding from the Superior Court for 73 new positions in Court Operations, which will provide for increased security and service levels at all court facilities.

Negotiated a contract with the Superior Court for the Sheriff's Department to become the primary provider of security services for traffic school classes conducted within Orange County courthouses.

Implemented Weapons Screening at Harbor Justice Center - Laguna Niguel and Newport Beach.

Identified latent prints on the 1978 homicide of a 13-year-old “cold” homicide cases using the national FBI fingerprint database.

Identified two previously unknown decedents (one homicide victim and one traffic accident victim) through the use of a new fingerprint database, called U.S. Visit, maintained by the U.S. Department of Homeland Security.

Used federal grant funding from NIJ, to train 80 forensic staff in new methods and procedures, which resulted in reduced turn-around times on casework in DNA, Trace Evidence, Forensic Alcohol, Controlled Substances, Clandestine Laboratory Analysis, Toxicology, Firearms/Toolmarks, Crime Scene Investigations, Information Systems, Management and Latent Prints.

Continued to decrease processing times of fingerprint records of arrestees in the County.

Expanded the Crime Prevention Specialist Services Unit in South County by incorporating ordinances that will assist in crime prevention.

Harbor Patrol impounded and/or removed more than 60 unsafe vessels from Newport Harbor. Approximately 40 of these were sold at auction, and the remaining 20 were destroyed.

Harbor Patrol conducted joint exercises with the United States Coast Guard on Homeland Security and MARSEC requirements (searching hulls of ships, boarding suspicious vessels and utilizing underwater sonar and camera equipment to scan docks and bridges).

Conducted seven training classes with 79 students from 19 different Department locations in the use of the Automated External Defibrillator (AED).

Provided more than 560 hours of Airport Operations FAA certified field training for new sergeants, deputies and special officers assigned to John Wayne Airport.

Airport Operations EDT teams successfully completed their third annual 4-day TSA re-certification, each receiving a final score of 100%.

Airport Operations Division provided training on safe travel habits for the general public, as well as airport tenants through weekly, bi-weekly and monthly committee meetings.

Designed REMA required training for all city staff including police services in Standardized Emergency Management System.

Expanded the Risk Management program to develop safety training programs and provide safety awareness workshops.

Created a web-based program to provide assault photographs to investigators, district attorneys, and the courts, which significantly streamlined the process.

Completed design of the County’s first network-based digital video storage system at Laser Village (Katella Training Facility), digitally storing high-quality video for mastering training DVDs and for projecting high-quality, full motion video in classrooms.

Installed Communications-designed, touch screen-controlled courtroom audio-video and control systems in eight courtrooms of the Central Justice Center and the Harbor Justice Center.

The ECB and Control One received and handled nearly one million telephone calls for service.

Increased investigative staff in Court Liaison Unit and within South General Investigations in South County region to provide investigative and follow-up case work for criminal cases.

Goal 2: Provide safe, secure, and efficient incarceration for pre- and post-trial inmates.

Completed construction of 576 additional maximum-security beds and 124 medical beds at the Theo Lacy Facility (Building B), which is the final construction phase as specified in the Theo Lacy Expansion MOU with the City of Orange.

Achieved occupancy of a portion of Theo Lacy Building B.

Expanded post-release transition assistance to inmates through The Great Escape Program; increased Correctional Program community volunteer participation within the jail facilities, which received a

national award for the Youthful Drug and Alcohol Deterrent Program at the IRC; and developed a partnership with Veterans Affairs to address the needs of incarcerated veterans.

Continued to maintain the lowest inmate suicide rate in comparison to other large jails in the State. No suicides were committed in the Jail System in 2005.

Provided proactive training to the Jail Academy/STC to emphasize employee safety.

Implemented full scale housing emergency evacuation drills at the Theo Lacy Facility.

Implemented five-year Deferred Maintenance Plan.

Completed installation of closed circuit perimeter cameras in North Compound of Musick Facility.

Implemented use of the Hand Held Digital Camera to provide higher definition documentation of Use of Force Incidents at the Central Men's Jail.

Improved maintenance efficiency at James A. Musick Facility by assigning an on site, full time Craft Supervisor.

Acquired 150Kw and 300Kw emergency generators and tow vehicle through Homeland Security Grant Funding and Asset Procurement Program.

Completed approximately 12,500 facilities maintenance repair calls.

Completed refurbishment of the Safety Cell at the Women's Jail, providing an additional resource for Mental Health staff.

Implemented use of hand-held video cameras throughout housing areas of the Theo Lacy Facility.

The Inmate Law Library reduced use of hardbound books and increased use of electronic media, thus reducing costs associated with purchasing books.

Purchased two new transportation buses to augment the aging fleet and to improve efficiency during statewide transportation runs.

Goal 3: Lead and support Countywide law enforcement activities.

Led the State in implementation efforts of the DNA Fingerprint, Unsolved Crime and Innocence Protection Act of 2004 (Proposition 69), approved by voters in November 2004.

Submitted over 16,600 qualified offender DNA samples in the State DNA database and was successful in obtaining 29 Proposition 69-related "cold hits" by the end of calendar year 2005.

The U.S. Department of Justice, National Institute of Justice, has asked Forensic Science Services to participate in a national study of the effectiveness of recovering and testing DNA on high volume crimes, called the DNA Expansion Demonstration Program. Federal funding will be used to add crime scene investigation personnel and DNA examiners in order to recover and analyze DNA from 1,000 residential and commercial burglary cases from south Orange County.

Terrorism Early Warning Group developed the Joint Hazards and Assessment Team (JHAT) with the cooperation of County's Hazardous Materials units, Sheriff's Departments bomb squad and lead Special Weapons and Tactics teams throughout the County. The mission of this team is to respond to incidents that would require their special skills in a hostile environment such as a chemical, biological or radiological contaminated area.

The 2005 State Homeland Security Grant, including the Law Enforcement Terrorism Prevention Plan grant, was awarded to the Orange County Operational Area in the amount of \$6.8 million. This grant, along with the \$18 million 2005 Urban Area Security Initiative Grants administered by the cities of Santa Ana and Anaheim, was dispersed among 35 public safety agencies to prevent, protect, respond to and recover from possible terrorist attack in Orange County.

Entered into an agreement with the U. S. Marshal's Service, pursuant to the enactment of the Presidential Threat Protection Act of 2000, to partner with other federal, state and local agencies in the apprehension of fugitives in the Orange County area.

The Homicide Detail achieved an exceptional clearance rate as follows: out of 17 murders only 4 were unsolved (75% solvability rate), one additional cold case was solved (1997 murder Placentia P.D. case) with 52 cold cases entered into VICAP and additional DNA and fingerprint analysis requested.

The Regional Narcotics Suppression Program (RNSP) seized over 13,000 lbs of major narcotics, \$10 million in U.S. currency and a value of approximately \$5 million in property such as vehicles, boats, land, homes, etc., while maintaining a 30% reduction in operating costs.

Oversaw the threat assessment and equipment request for the 22 Buffer Zone Protection Plan locations in the Orange County Operational area. This new Homeland Security Grant provided \$1.1M to improve security for critical infrastructure and key assets within Orange County.

The DNA Section submitted 447 profiles into CODIS, the national DNA database. There were a total of 74 hits to the database resulting in 56 convicted offenders being identified as perpetrators in major crimes, 8 of which were murder cases.

Developed the County's first automated field evidence booking team to respond to large crime scenes to assist patrol or investigations with collection, cataloging, and transportation of evidence. Evidence can now be booked into the Property/Evidence Automated Booking Information Tracking System, secured with automated evidence tags and bar code labels to each bag of evidence, and provide officers at the scene with a complete inventory printout for their report.

Coordinated the application process for 30+ federal, state and local agencies to provide access and training to the Cal-Photo with DMV Lineup application, which allows staff to build lineups and find similarities using DMV photos.

A ground-breaking ceremony was held at the old Tustin Marine Corps Air Station for the new 52,000 square foot Regional Training Academy scheduled for completion in March 2007.

Applied for and was awarded \$10.6 million in Homeland Security funding.

Trained 4,800 first responders through the Law Enforcement Response to Terrorism Event class.

Completed first year of participation in the Pacific Southwest Regional Fugitive Task Force, consisting of multiple local, state and federal agencies. The Sheriff's Department received approximately \$60,000 in overtime reimbursement pursuant to the agreement with the U.S. Marshal's Service.

Board approved the updated joint agreement with the 34 participating cities and OCFA for the Orange County 800 MHz Countywide Coordinated Communications System in November 2004 to reflect the backbone cost-sharing obligations by cities, OCFA and County and ongoing operational policy, and financial requirements post-800 MHz implementation.

Added a surveillance-capable vehicle to the Court Operations Warrant Bureau equipment inventory. Vehicle is capable of covert video and audio recording, on-board computing, and remote GPS tracking.

Terrorism Early Warning Group developed a Command Officers Response to Terrorism (CORT) course required for law enforcement personnel the rank of Sergeant and above. Trained over 100 law enforcement officers with a goal of training 450 law enforcement professionals throughout the County.

Implemented the Terrorism Liaison Officer program to provide each city in the County with a direct Terrorism Liaison Officer contact with the TEWG.

Harbor Patrol Division implemented a Harbor Watch/Dock Watch program for all three harbors.

The SONAR investigators closely monitored the activities of over 400 sex offenders' residing in the unincorporated areas of Orange County through compliance checks, probation and parole searches, as well as documenting new registrants who moved into the Sheriff's jurisdiction.

North General Investigations participated in the Deputy Rotation Program by employing Deputy II's on a temporary basis to assist with specific investigations.

Completed training of over 5,000 first responders including Sheriff's Department members and other law enforcement personnel Countywide through the Emergency Response to Terrorism Incidents class funded by a Homeland Security grant.

Created and implemented CD ROMs for recruits containing all course materials.

The Orange County Sheriff's Academy graduated 113 recruits from the Basic Academy Program.

“Code Gray Watch” was written and distributed as a newsletter designed to inform the medical and health care community about current terrorism trends and training opportunities.

The Orange County Morning Medical Report was distributed daily to the medical community and other TEWG members with open source information that deals with the medical field and terrorism.

Expanded Private Sector Terrorism Response Group’s membership from 156 to 223 points of contact.

Was awarded the Silver Star from the Southern California Emergency Services Association for work conducted with the public/private sector program.

Trained deputies and distributed Level C hazardous material suits for first responders.

Implemented Emergency Response to Terrorism Incidents training for Sheriff’s Department members and other law enforcement personnel countywide.

Trained 327 additional Portable Evidential Breath Test (PEBT) operators in 19 classes on the use of portable breath alcohol devices.

Further developed the web-based access to forensic alcohol results and records so that both the public and County law enforcement can retrieve results and records from Forensic Science Services web sites.

Awarded several grants totaling more than \$1.7M to increase analytical work and training in areas of forensic science, with particular emphasis on DNA.

Acquired and installed new analytical instrumentation (GC/MSs) worth approximately \$250,000 from federal surplus that will enhance and expedite the analysis of arson and lachrymator cases.

Implemented automated transfer of results and reports between Forensic Science Services and the Coroner Division to increase speed of reporting cause and circumstances of deaths in Orange County.

Compiled a collection of data for 59 different drugs in 1,500 Coroner cases in order to assist in the interpretation of drug levels.

Conducted Coroner Reviews involving 31 officer-involved shooting or in-custody death case reviews.

Conducted daytime and evening tours of Forensic Science Services for over 600 community members.

Worked on a new DNA test that can profile degraded DNA samples and provide an inexpensive means of screening large number of samples such as those found in blood trails at crime scenes.

Conducted a special tour for 16 forensic science personnel from the State of Baja California, Mexico, including the Chief of Forensic Investigations, the Chief of the Forensic Laboratory for Mexicali, and a representative of the Office of Attorney General of Baja California.

Eliminated the backlog in trace evidence cases, as a result of specialized training that qualified two staff as Gunshot Residue (GSR) analysts and three staff that qualified as Arson analysts.

Y-STR DNA typing was implemented in April 2005. This will facilitate the interpretation of male-female DNA mixtures and sperm-free semen in sexual assault cases.

Trained and qualified five scientists to operate the new high capacity DNA genetic analyzer and the new real-time qPCR system

Published a paper in the Journal of Forensic Science on the ELISA analysis of salivary amylase. This analysis will allow for faster and more certain identification of saliva in sexual assault cases.

Successful completed the biennial FEMA graded exercise for the San Onofre Nuclear Generating Station (SONGS) with the highest ever rating for the County of Orange. Over 180 participants met 17 objectives at the County EOC and received zero deficiencies or areas requiring corrective actions.

Completed IS-700 National Incident Management System training for all required disciplines and County staff to meet compliance requirements from Department of Homeland Security/FEMA.

Improve OCSD network security through active monitoring, threat detection, and centralized logs.

Implemented web-based “E-services” on the OCSD public website which included: Who’s In Jail, Daily Arrest Log, Arrest Warrants, O.C. Crime Calls, Sheriff’s Blotter, Crime Stats, and Megan’s Law Maps.

Automated the CLETS biennial recertification process, which allowed over 2,500 Sheriff’s employees to complete their mandated testing via the Intranet.

Provided searching and reporting capabilities on CAD/RMS data via the Sheriff’s Intranet.

Developed and implemented the Supplies Tracking System for Theo Lacy Facility to keep track of jail supplies including supply distributions and purchases at the warehouse with barcode capabilities.
Created and maintained the web-based DNA Kit Tracking Application.
Modified and maintained Court Operations' Unisys Mainframe application that manages judgments awarded by the Court, tracks status of judgments and monies collected and distributed.
Support Services coordinated Department responses to over 500 California Public Records Act (CPRA) requests from members of the public and news media.
Provided Department wide training on new Board-approved purchasing policies and procedures.
Successfully completed application and award process for State Criminal Alien Assistance Program (SCAAP) resulting in net revenue of \$6.5M.
Audits on the Domestic Preparedness Grants 2001 and 2002, Homeland Security Grants 2003 and part of 2004 were successfully completed.
Audit of the California Cold Hit Program, Local Forensic Lab Improvement Program, and Regional Law Enforcement Training Center Program grants for FY 03-04 were successfully completed.
Submitted grant claims for reimbursement totaling \$10.8M in FY 2004-05.
Established a Financial System Disaster Recovery Plan.

FY 2004-05 Accomplishments toward Meeting Strategic Imperative I

In cooperation with AOCDS, developed new sworn performance evaluations and procedures currently being tested in Central Jails and Investigations Divisions.
The Professional Standards Division focused on pro-active recruitment efforts for those positions identified as "difficult to fill" and with continuing retention issues.
Developed scenario- based interview process to evaluate candidates for deputy coroner position.
Expanded the Orange County Child Death Review Team to include Fire/Paramedic representation.
Added Training Coordinator position to manage California Coroner Training Center.
Recruited and hired Facilities Maintenance Specialist position for Coroner Division.
Provided re-certification training to Critical Incident Response Team members in Mobile Field Force techniques, Rapid Deployment techniques and Less Lethal Weapons and Munitions deployment.
Provided Less Lethal training and Cell Extraction training to Department personnel.
Worked with division management staff to prioritize staffing needs, recruit and fill critical vacancies.
Met State compliance with POST requirements for 2004 peace officer background investigation files based on audit by the State Peace Officer Standards and Training Division.
Enhanced employee productivity by providing Clemson University pro-active maintenance training for key Facilities Operations personnel.
Received 100% compliance on a Board of Corrections audit of Standards and Training for Corrections.
Implemented a 40 hour course in partnership with Santa Ana College to update instructors' skills.
Provided training for Reserves by adding shot gun and radio training.
Completed 24 classification and reorganization studies.
Streamlined the Catastrophic Leave process, including an automatic tracking system.

FY 2004-05 Accomplishments toward Meeting Strategic Imperative II

Restructured the Inmate Services Division to increase efficiencies through the merger of Food Services, Commissary and Correctional Programs Unit under the organizational command of Jail Operations.
Addressed Grand Jury concerns regarding use of Administrative Leave by Department staff which ultimately resulted in the reduction of approximately 70% of usage and the number of hours paid to employees on leave.

Professional staff now conducts civilian background investigations, which has expedited the hiring process and provided a cost savings to the Department.

During FY 04-05, the Blue Ribbon Committee identified \$6.7 million in reductions, identified new revenue sources and eliminated the funding of 48 positions.

Transitioned Operations Support Division to the "Investigation/Communications/Forensic Science/Court & Coroner Operations" command.

Completed Homeland Security grant-funded purchases totaling \$7,985,951.

Completed purchases of State Homeland Security Grant Program-funded equipment exceeding \$8 million and provided training in excess of \$3 million.

Received \$800,000 in outstanding mandated claims due to Proposition 1A.

APPENDIX F

ANTICIPATED ACCOMPLISHMENTS 2006 (Fiscal Year Ending 6/30/06)

Central Jail Complex will institute a rotational program for newly-assigned deputies to cross-train deputies at the three Central Jail Complex facilities.

Work cooperatively with Superior Court to facilitate planned implementation of a Community Court facility in Santa Ana.

Realign area assignments and briefing locations for North Operations personnel to improve deployment response times.

Revitalize Neighborhood Watch in unincorporated North County.

Expand Risk Management Bureau to broaden service to the Department and continue communication to increase awareness and reduce liability.

Improve graduation rate of Deputy Sheriff Trainee through enhanced pre-academy preparation.

Monitor claims received from CEO/Risk Management to enhance quality and reduce investigative time.

Implement a comprehensive supervisor training program to educate and train new/current supervisors.

Complete new agreements regarding the continued operation and improvement of the 800 MHz Countywide Coordinated Communications System, including 10 new licenses with Orange County Transportation Authority that will generate approximately \$80,000 in annual revenue to the County.

Complete Homeland Security grant-funded purchases totaling over \$303,900.

Complete the Biennial Fixed Asset Inventory for 2006 and send to the Auditor-Controller.

Oversee installation of the network-based video storage system at Laser Village, and expand the system to include surveillance of other areas of the Katella Training campus.

Begin installation of metal detectors and a facility-wide camera system at the Theo Lacy Facility.

Complete remodeling projects in Main Control and Visiting at the Theo Lacy Facility.

Complete electrical and data upgrades in the Theo Lacy Facility medical areas.

Install an awning in the courtyard area outside of the lobby at the Theo Lacy Facility.

Establish urgency ordinances with the cities of Irvine and Aliso Viejo to require in-building coverage systems in newly constructed high-density buildings within these cities, to serve as the future model for similar city and County ordinance establishment.

Install closed circuit cameras for the West, North and South Compounds of the Musick Facility.

Expand replacement Intercom/Duress System at Central Justice Center to include five additional courtrooms, five jury deliberation rooms and additional offices.

Create and deliver the 2005 Annual Coroner Symposium to over 300 attendees in Fresno.

Issue the Request for Proposal for the Master Building Plan for the James A. Musick Facility.

Begin design of Musick Facility East Kitchen rehabilitation project.

Begin design of the Theo Lacy visiting modifications.

Complete the grant funded security enhancements at the Loma Ridge Facility.

Complete installation of HVAC Direct Digital Controls in Central Jail Complex.

Complete acquisition of IMAP, which will provide the capability to populate a national database with Orange County specific requirements, including critical facility infrastructures, key assets with enhanced floor plans, evacuation and emergency operations plans, and aerial photographs.

Complete construction and outfitting of response trailers, that contain additional equipment to support first responders in the event a WMD incident requires additional support.

Complete and submit new Buffer Zone Protection Plan (BZPP), and critical infrastructure and key asset lists to the Office of Homeland Security.

Develop Terrorism Liaison Officer, community and school district networks; and generate active information exchange between agencies.

Search FBI and Department of Homeland Security fingerprint databases for cold case latent fingerprint hits.

Complete photographic documentation of potential terrorist attack sites in Orange County.

Rehabilitate the 3rd Floor Inmate Dining Room in the Men's Central Jail facility

Increase recruitment of volunteers for Community Services Division in 2006.

Develop a courthouse in the Tactical Village to incorporate specific courtroom training.

Begin major refurbishment of the Mobile Pistol Range located at the Aliso Viejo Station.

Research new Physical Abilities Tests for Deputy Sheriff Trainee applicants to develop new/additional tests in 2005 that will reflect fitness levels of recruits at the beginning of the Academy process.

Expand the functionality of the Risk Management Unit and further reduce financial liabilities.

Complete the Countywide Wireless 9-1-1 implementation project.

Complete and distribute the Orange County Strategic Plan for Terrorism Preparedness, including gap analysis of Homeland Security spending to date and a spending strategy for future grant funding.

Complete TEWG website including resource tracking software and mapping software with field capable usage in the event of a major law enforcement or fire incident.

Train and implement emergency responder mobilization system for OCSD, Control One, Emergency Management and other public safety agencies in the County.

Upgrade or replace ESRI software for Computer Aided Dispatch and crime mapping to provide extensive crime analysis capabilities.

Implement a new network security monitoring and prevention system.

Replace the existing photo capture systems at Intake/Release Center, Central Men's and Women's Jails, Theo Lacy and South Operations.

Purchase and implement read-only EMC Storage System for document imaging and email archiving and inmates photo database; digitize all the images recorded on the macro films and store them on the Centera Server; implement Email Archive software for incoming and outgoing email messages; establish a retention policy to be compliant with regulations and requirements from the County or State.

Purchase and install new high-end servers to support mapping and crime analysis requirements.

Synchronize four major OCSD personnel data bases to improve system integrity and consistency.

Upgrade Biometric Server hardware and software at the OCSD data center, including three servers for Data Center, PSD, and Brad Gates Building.

Complete and purchase a second Mobile Pistol Range to be utilized at outlying Sheriff's facilities.

APPENDIX G

DIVISIONS OF THE ORANGE COUNTY SHERIFF-CORONER DEPARTMENT

The Orange County Sheriff-Coroner Department is composed of four organizational functions: Jail Operations, Operations, Investigations/Communications/Court Operations, and Special Services. An Assistant Sheriff administers each function, while Captains and Directors are responsible for the daily command of the divisions within those functions. The divisions within the Department are identified below within each function.

INVESTIGATIONS/FORENSIC SCIENCE/COMMUNICATIONS/COURT and CORONER OPERATIONS

Communications Division – Sheriff's Communications provides centralized Countywide coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and for general government agencies on a 24-hour basis. Other services include installation and maintenance of communications and electronic equipment, training, maintenance support to the coordinated communications systems, and engineering and frequency management. The Communications Division is the central coordinator/manager for the 800 MHz Countywide Coordinated Communications System.

Coroner Division – The Coroner Division is responsible for carrying out the statutory duties of the Coroner. These duties include investigation into the circumstances surrounding all deaths that fall within the Coroner's jurisdiction for the purpose of determining the cause, manner, and time of death. Medicolegal death investigations are conducted Countywide on all homicides and suicides, and on accidental, suspicious and unexplained deaths. Other duties include establishing the identity of the decedent, notification of the next of kin, safeguarding personal property, and completion of mandatory records and documents. The Coroner Division is also proactive in the community, participating in programs aimed at reducing youthful drunk driving and drug use, identifying fatal injuries resulting from consumer products, prevention of domestic violence, child abuse and elder abuse, and providing education and training for medical, legal and law enforcement professionals. Other contributions to the community include cooperative relationships with non-profit organ and tissue procurement agencies and with researchers pursuing advancement of medical science.

Court Operations – The Court Operations Division provides security for the Orange County Superior Court in its eight justice center facilities. Sheriff's Department personnel perform duties in the areas of courtroom and perimeter security, weapons screening, and conservatee transportation. Court Operations staff is also responsible for ensuring that prisoners are kept in a safe and secure environment while detained and awaiting trial.

County residents and businesses utilize the services of the Court Operations Division for the enforcement of court orders and the service of civil process. The Warrant Investigative Unit apprehends criminals through the enforcement of warrants of arrest.

Investigations – The Investigations Division consists of two bureaus, the Criminal Investigations Bureau and the Special Investigations Bureau, and investigates reported public offenses occurring in the unincorporated areas of Orange County, County facilities and county jail facilities, as well as the 12 cities that contract with the Department for law enforcement services.

The Criminal Investigations Bureau includes the enforcement activities of the Homicide Detail, Fugitive Warrants, Economic/Computer Crimes, Sex Crimes/Family Protection, and North General Investigations, as

well as participation in a number of multi-agency regional enforcement task forces such as the Orange County Auto Theft Task Force (OCATT).

The Special Investigations Bureau includes the enforcement activities of the Narcotics Detail, Gang Enforcement Team, Vice Detail, Joint Terrorism Task Force (JTTF), the Regional Narcotics Suppression Program (RNSP) and participation in the Joint Drug Intelligence Group, the Proactive Methamphetamine Laboratory Investigative Team (ProAct), the Los Angeles Clearing House, and the Los Angeles High Intensity Drug Trafficking Program.

Forensic Science Services Division – The Forensic Science Services Division provides critical services in support of criminal investigation and prosecution and in death investigations.

The Criminalistics Bureau processes clandestine laboratory crime scenes, performs crime scene reconstruction, and conducts scientific analyses of items such as hairs, fibers, arson debris, firearms, questioned documents, controlled substances and biological material. The DNA Section analyzes biological material recovered in sexual assault and homicide cases for DNA to identify suspects in those cases. The unit also puts efforts into analyzing DNA related to the re-investigation of past unsolved homicide and sexual assault cases by the District Attorney and specialty units in county law enforcement agencies.

The Toxicology Bureau provides analysis for drugs and poisons in three areas: coroner's toxicology to assist in death investigations, blood/breath alcohol analysis to determine the amount of alcohol ingested by a person, and analysis of drugs found ingested by and on the person of those arrested for being under the influence of drugs.

The Identification Bureau provides crime scene investigation services including photography, crime scene documentation, scene and evidence processing for latent fingerprints, and fingerprint comparisons.

The Cal-ID Bureau administers the automated fingerprint identification system to speed the identification of new arrestees and to link crime scene latent fingerprints with known criminals.

Operations Support – The Operations Support Division consists of the Emergency Communications Bureau (ECB), Labor Relations, Law Enforcement Mutual Aid, Terrorism Early Warning Group and the Emergency Management Bureau. ECB is comprised of Sheriff's Dispatch Services and Control One. Dispatch Services provides 9-1-1, emergency, non-emergency, and business phone reception as well as radio dispatching for responses in the Sheriff's service area. Control One links all Orange County law enforcement, fire, and public works agencies and coordinates mutual aid responses to public safety/service agencies with the San Onofre Nuclear Generating Station. The Operations Support Division has a Lieutenant Watch Commander on duty 24 hours a day, year-round, who assumes responsibility for oversight of patrol activities and dispatch services, as well as emergency notifications and coordination of public safety issues impacting the Sheriff's Department service areas. The Emergency Communications Bureau Commander/Lieutenant oversees personnel matters for approximately one hundred employees and is the 9-1-1 Coordinator for all public safety agencies in the County. This Division also provides a Law Enforcement Mutual Aid Coordinator and a Labor Relations Coordinator for mutual aid needs, job actions or strikes, for the Sheriff's Department service areas, and for any other police agency in the County requesting assistance. The Orange County Terrorism Early Warning Group (TEWG) coordinates and disseminates indicators and warnings of potential acts of terrorism to first responders within Orange County. Additionally the TEWG coordinates Homeland Security grants, equipment selection and purchase, and the development of terrorism awareness and response related training.

The Emergency Management Bureau (EM) facilitates and supports County and Operational Area efforts to mitigate, prepare for, respond to, and recover from disasters. The County Emergency Operations Center (EOC) is maintained in a constant state of readiness by EM staff and activated as needed. EM responds to directions given from the Orange County Emergency Management Council (EMC) and the Operational Area (OA)

Executive Board. Duties include staffing the EOC, coordinating/applying for Operational Area grants for all 114 OA members, EM public education/awareness, All-Hazards Emergency Operations Plan development/maintenance/revisions, and agency-specific emergency management training for fire, flood, civil disturbance, dam failure, terrorism acts, and weapons of mass destruction

JAIL OPERATIONS

The Sheriff-Coroner Department oversees and operates five jail facilities that house over 6,500 inmates on a daily basis. The April 2005 U. S. Department of Justice (DOJ) - Bureau of Justice Statistics Bulletin (statistics gathered for mid-year 2004) indicates that Orange County was the second largest local jail jurisdiction in California and the tenth largest in the Nation. Statistics reported to the U. S. DOJ also show that the Orange County Jail System was the most overcrowded jail system in the State (105% of rated capacity).

Central Jail Complex – The Central Jail Complex consists of three facilities: the Intake and Release Center (IRC), the Men’s Jail, and the Women’s Jail. The IRC is responsible for booking, classification, and release of all inmates, and also includes the Inmate Records Unit, which is responsible for statistical data, as well as creation and maintenance of files for inmates in custody. Annually, Inmate Records processes approximately 450,000 legal and court documents².

The primary function of the Men’s, Women’s, and IRC jail facilities is to house inmates who are not eligible for the outlying facilities. In addition, Video Arraignment Court is located within the Men’s Jail. This function allows inmates to attend their misdemeanor and felony arraignment hearing via video at the Central Jail Complex.

Theo Lacy Jail Facility – The Theo Lacy Jail Facility provides for the security and safety of maximum, medium and minimum-security inmates. The final expansion of Theo Lacy has been completed and provides for 3,111 beds, which is the maximum allowed under the agreement with the City of Orange. Approximately 64 beds have been allocated to Probation for juvenile inmates who will be 18 years of age by the time of release. The facility also operates the Community Work Program, which enables sentenced, low-risk inmates to perform community work in lieu of incarceration.

James A. Musick Jail Facility – The primary function of the James A. Musick Jail Facility is to ensure the rapid, accurate, and legal processing of inmates and to maintain the constitutional, secure, and humane detention of arrestees and sentenced persons who cannot be released from custody. The facility has been designed and built to provide the residents of Orange County with a safe and secure jail environment, which meets or exceeds standards set forth by local, state, federal and professional agencies. The James A. Musick Facility uses inmate labor to farm 35 acres of agricultural land and to run a poultry operation. In recent years, the farm has produced approximately \$750,000 worth of vegetables and eggs for use in jail kitchens.

Inmate Services Division - The Inmate Services Division assures that the Orange County Sheriff-Coroner Department meets Title 15 of the Minimum Jail Standards and, whenever possible, to exceed the standards related to Food Services, Commissary Operations and Correctional Programs. Commissary Operations is a highly automated, profit-based unit with fiduciary responsibilities over inmate funds. The primary goal of Commissary Operations is to provide high quality products and services to those incarcerated in the Sheriff’s jail facilities and, secondly, to provide funding to the Sheriff’s Inmate Welfare Fund to support vocational and educational training programs. Food Services operates a total of five kitchens, five inmate dining halls, three staff dining rooms, four warehouses, and prepares approximately six million cost effective, nutritious meals annually. Correctional Programs provides inmates the opportunity for an effective rehabilitative experience while incarcerated. Services include educational and vocational training, as well as personal change and life

² Based on increase in both ADP and court transportations

skill classes. These activities are planned, coordinated, conducted, and evaluated at each of the Sheriff's jail facilities.

OPERATIONS

Airport Operations – The Airport Operations Division, based at John Wayne Airport, is comprised of three separate bureaus; Air Support, Airport Police Services and the Aero Reserve Squadron. The Air Support Bureau staff, using two dedicated police helicopters, provide aerial support for land patrol, investigations, surveillance, firefighting, photo assignments, training, special events, backup for other airborne law enforcement agencies, criminal investigations, search & rescue and marine/swift water rescue. The Airport Police Services (APS) Bureau provides law enforcement, traffic control and security services to John Wayne Airport and the over 9 million annual passengers that pass through the airport. Three Deputy Sheriffs assigned to Airport Police Services are trained bomb technicians and are also trained as handlers for their explosives detecting canine partners. The Aero Reserve Squadron consists of 43 reserve deputy sheriffs that are also fully trained pilots. The service time for the Aero Reserve Squadron is donated, as is the use of their fleet of 28 different fixed wing aircraft. The Aero Bureau provides support services that include assistance with ongoing investigations, personnel, prisoner transport and aerial surveillance.

Harbor Patrol – Harbor Patrol provides law enforcement, marine fire protection and marine rescue services to the three Orange County harbors: Dana Point Harbor, Newport Harbor and Huntington Harbor, plus 43-miles of coastline extending three miles out to sea. The harbors contain 15,000 of the 70,000 vessels registered in the County. Deputy Sheriffs provide patrol and firefighting services 24 hours a day, 365 days a year. Harbor Patrol also acts as first responder to hazardous materials spills that occur within their jurisdiction. Harbor Patrol is self-sufficient, employing their own maintenance personnel who are responsible for maintaining the Division's fleet of 16 patrol and fire protection vessels, fire equipment, safety gear and 71 navigational buoys.

North Operations – North Operations is responsible for patrol services in the unincorporated areas north of the City of Irvine, including the community of Emerald Bay, and contract police services for the City of Villa Park, Cleveland National Forest, and the Orange County Fairgrounds. North Operations is responsible for the transportation of over 445,000 jail inmates to the local courts and state prisons, vehicle fleet management, transit police services for the Orange County Transportation Authority, police security services for County buildings, security services at the El Toro Marine Base, and extensive special events planning and management, including the Medal of Valor and Peace Officers' Memorial ceremonies. Additionally, this Division supervises 7 specialized law enforcement functions: Special Weapons and Tactics, Hostage Negotiation Team, Bomb Squad, Critical Incident Response Teams, Canine Unit, Bike Team and the Directed Enforcement Team.

South Operations – South Operations provides contracted police services to the cities of Aliso Viejo, Dana Point, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, and San Juan Capistrano. Police services are also provided to the unincorporated areas of Ladera Ranch, Las Flores, Coto de Caza, Wagon Wheel and Trabuco Canyon in South County. The Division serves nearly 560,000 residents, averaging over 200,000 calls for service annually. Services include preventive patrol, criminal investigation, juvenile diversion services, Pepperdine Resource Youth and Diversion Education (PRYDE), School Mobile Assessment Response Team (SMART), traffic enforcement, collision investigation, parking enforcement, court services, criminal investigation, canine and mounted enforcement units, gang enforcement, and community education. Specialized investigative units focus on youth violence and property crimes. South Operations coordinates the efforts of nearly 1,300 volunteers, assisting law enforcement in various activities, such as vacation patrol checks, parking and code enforcement, community support, and special events.

West Operations – The West Operations Division provides contractual law enforcement services exclusively for the City of Stanton and functions as its police department. The level of services provided, goals and specific

objectives of this Division are determined by the City of Stanton in conjunction with the Sheriff's Department, which strives to provide the City with the most professional and efficient services possible. Services provided include; preventative patrol, traffic enforcement, traffic accident investigation, court services, criminal investigation, specialized investigative enforcement, and community education programs.

Community Services Division - The Community Services Division comprises the Reserve Bureau, the Community Support Bureau and Community Programs. The Reserve Bureau administers the activities of civilian law enforcement volunteers with specialized skills, training, and equipment. The bureau is divided into specialized units that include: Aero Squadron, Chaplains, Community Programs, Coroner, Crime Prevention, Harbor Patrol, Hi-Tech Services, Investigations (includes Dignitary Protection Detail, Elder Abuse Detail, and EPA Detail), Mounted Patrol, Professional Services Reserve (PSR), Reserve PSD, Search and Rescue (includes Bicycle Detail and Bloodhound Team), Special Projects, Training (includes Academy Training and Range Staff), and Uniform Patrol. In addition, the Reserve Bureau utilizes Professional Services Reserves (PSRs) who are citizen volunteers possessing experience in specialized fields. In establishing this reserve volunteer unit, the Sheriff has created a mechanism through which Orange County law enforcement can receive benefits from experts in a recognized field at no cost to the citizens.

The Community Support Bureau administers service programs such as the Sheriff-Coroner Explorer Post. The Community Programs Unit provides a comprehensive drug, gang and violence awareness curriculum for kindergarten through high school. Community education and awareness programs are also available for the business sector, community and school groups.

SPECIAL SERVICES

Financial/Administrative Services Division – This Division provides operational, administrative, and business services through specialized functions. The Division develops and monitors the Department's Strategic Plan, the annual Business Plan, 21 Department budgets, prepares and administers law enforcement contracts totaling \$96 million annually, operates jail cashing, provides purchasing and real estate services, provides accounts payable and receivable processing and oversight, processes payroll for over 3,900 employees, orders and maintains supplies for the Department; and conducts multiple audits and cost studies within the Department.

Professional Standards Division – The Professional Standards Division works in partnership with all divisions of the Department, providing essential services to Department employees, residents of Orange County and other County agencies. Services include recruiting applicants for sworn and professional staff positions throughout the Department, providing promotional opportunities to maintain an efficient staffing level, conducting pre-employment background investigations, providing security background checks for HCA, Probation and RDMD, issuing and monitoring business licenses and Concealed Weapon Permits for the community, investigating complaints of alleged employee misconduct, responding to all discrimination complaints, initiating and monitoring performance evaluations for over 3,900 employees, and acting as a liaison for various state and County agencies.

The Public Affairs Office reduces Department liability by identifying areas that subject the Department to risk by updating and improving policies and procedures throughout the Department, providing employees with appropriate oversight and training to maintain the Department's high standards of performance and personal conduct, provide ongoing support to key stakeholders, such as County Risk Management, County Counsel, contract attorneys and all divisions, conduct immediate inquiries into high-risk incidents and enhance oversight and management of workers' compensation claims.

Research and Development Division – This Division provides planning, design, construction management, and maintenance services for Sheriff's Department facilities, researches grant opportunities and prepares grant applications, and procures federal and state surplus property for use by the Department. The Division is

comprised of three units: Facilities Planning, which provides administration of millions of dollars in construction projects for the Sheriff's Department; Facilities Operations, which is responsible for building maintenance for approximately 2 million square feet of Sheriff's Department facilities; and the Special Projects Unit, which prepares grant applications, conducts legislative analysis, and procures more than \$1.2 million of federal and state excess property annually. The Research and Development Division also provides assistance to other divisions and agencies with research projects, grants, and special programs.

Support Services Division – The Support Services Division consists of several service areas: Information Management, is responsible for maintaining and providing local criminal history information of individuals booked into the Orange County Jail; crime reports and photos to authorized law enforcement agencies and the public; Central Warrant Repository maintains a central file in the Automated Warrant Service System (AWSS) on all original warrants issued in Orange County; Property/Evidence maintains the integrity and security of all items of property and evidence submitted by the Sheriff-Coroner's Department; and Information Services deploys data services through a closed law-enforcement-only wide area data network. This network connection is protected by security firewalls from other county agencies, other law enforcement agencies and the public. The Information Systems Unit maintains and supports the mainframe computer, over 150 servers, 2200 PCs, and 400 mobile devices, provides design, development and operation of Department and regional law enforcement systems including programs such as the Automated Jail System, Local Arrest Records System, Subpoena, Dispatch (CAD & 911), Records (RMS), Mobile/Wireless, Mapping, Inventory Control, Service Ticket System, Professional Standards, Commissary, Coroner and Investigations Case Management Systems, and provides support for Department computer systems, Local Area Networks, Wide Area Networks, Intranet and Internet connections and web applications. Sheriff's staff also support all law enforcement clients' server and mainframe operations and provides over 50 criminal justice agencies access to local, state, federal, and international law enforcement databases. As the CLETS host agency for these 50 agencies, Information Systems is responsible for overseeing the integrity and security of their network connections to the Department. Information Systems also hosts the State's Disaster Recovery system for the Department of Justice and is the backup site for Department of Motor Vehicles Photo system.

Training Division – The Training Division, in conjunction with Santa Ana College, provides law enforcement training to sworn peace officers, Reserve peace officers and professional staff in all phases of state and federal mandated training and continuing law enforcement training courses. The Training Division staff provides training to the Orange County Sheriff's Department and to law enforcement agencies throughout Orange County and the State of California. The Orange County Sheriff's Department Training Division is recognized as a leader in law enforcement training with expertise in all aspects of training including the Basic Academy, Sheriff's Special Officer Training, Firearms Training, Tactical Training, Arrest and Control Techniques Training (ACT), Reserve Officer Training, Continuing Professional Training (CPT), Advanced Officer Training (AOT) and Standards and Training for Corrections (STC). As part of the overall training program, the Video Production Unit provides instructional videos and productions available through the Sheriff's Department Video Training Film Library. Training conducted through the Training Division meets all State and Federal training mandates and mandates established by the California Commission on Peace Officers Standards and Training (POST) and Standards for Training for Corrections (STC).